

DEPARTMENT OF THE ARMY
Corps of Engineers, Missouri River Division
12565 West Center Road
Omaha, Nebraska 68144-3869

MRD-R 10-1-3

CEMRD-RM-M

Regulation
No. 10-1-3

30 April 1994

Organization and Functions
MISSOURI RIVER DIVISION

1. Purpose. To set forth missions, approved organizational structure and functions of the Missouri River Division (MRD), and prescribe basic policy, responsibilities and instructions.

2. Applicability. This regulation applies to all elements and subordinate organizations of MRD.

3. References.

a. ER 10-1-3, Organization and Functions, Divisions and Districts.

b. ER 10-1-41, Corps-Wide Centralized Function and Special Missions Assigned to Divisions and Districts.

4. Policy.

a. Headquarters, U.S. Army Corps of Engineers (HQUSACE) will be the approving authority for organizations, functions, and changes affecting the basic major block structure (first level of subdivision under the Commander) as well as USACE controlled and standard organization structures.

b. The Division Commander will be the approving authority for organizations, functions, and changes commencing at the branch level.

c. All changes to Division Office organizations will be approved by the Commander and documented by permanent orders. Effective date shown on the orders will denote when the organizational change is formally established; that action, as approved by the Commander via permanent orders, will serve as the official basis for necessary activities which may follow the effective date, such as realignment of personnel and functions, files transfer, furniture and office space arrangements, directory changes, etc.

d. District Commanders will be the approving authority for organizations, functions, and changes concerning the establishment or disestablishment of internal subdivisions below branch. All other organizational changes affecting District Headquarters organization and establishment/disestablishment of area, project, or resident offices will be submitted to MRD for approval or forwarding to HQUSACE by the Division Commander.

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e. MRD organization and functions will be revised upon an approved change in mission, organization, or functions. Such changes will not be implemented without prior approval as prescribed by this regulation.

5. Responsibilities.

a. Directors and Separate Office Chiefs, MRD, will:

(1) Review this regulation annually to ensure that it is accurate in regard to their respective organizations.

(2) Prepare and forward proposed organizational and functional changes to the Directorate of Resource Management in accordance with paragraph 6 below.

b. District Commanders will:

(1) Prepare and forward proposed organizational and functional changes to the Directorate of Resource Management, ATTN: CEMRD-RM-M, in accordance with paragraphs 4.d. and 6.

(2) Publish and maintain a local directive implementing this regulation which includes the District mission statement and organization and functions of subordinate elements.

(3) Forward 10 copies of published directive to the Directorate of Resource Management, ATTN: CEMRD-RM-M.

(4) Perform an annual review to ensure currency and correctness of District regulation.

c. Directorate of Resource Management will:

(1) Perform a continuing analysis of organizations and functions to ensure that sound organizational principles and practices are being applied.

(2) Review and staff proposed organizational/functional changes and make appropriate recommendations to the Commander.

(3) Coordinate proposed organizational and functional changes with the appropriate staff office(s).

(4) Prepare permanent orders for the Division Commander's signature, authenticating approved changes concerning Division Office elements.

(5) Forward requested changes to HQUSACE for approval when required.

(6) Provide assistance, as required, to all organizational elements in improving organizational structure and functional alignment.

(7) Publish and maintain this regulation.

d. Directorate of Human Resources will:

(1) Coordinate proposed personnel and staffing actions that affect organizational structures with the Directorate of Resource Management and appropriate staff office(s).

(2) Ensure that all current and newly established positions clearly relate to appropriate approved functional statements of the organization.

(3) Ensure that approved job descriptions do not include functional responsibilities outside the purview of the respective organization's prime mission or functional areas.

(4) Provide assistance as required to all organizational elements in improving position structure and job descriptions so as to be in consonance with approved organizational and functional patterns.

6. Instructions.

a. Organization. Standard patterns for Corps of Engineers Division/District organizations are contained in ER 10-1-3 and related engineer circulars (EC's). Basic criteria required in structuring organizational elements are as follows:

(1) A specific benefit can be identified with each organizational change.

(2) All elements are to be organized with the simplest structure attainable. Subordinate organizational elements will be held to the minimum number essential for successful mission accomplishment.

(3) Each organizational element considered necessary has clearly defined responsibilities with functional and organizational relationships to other elements distinctly established.

(4) An organization will not be subdivided to show only one of the next smaller organizational elements; e.g., if a division is subdivided, it must contain at least two branches.

(5) Maximum use is made of cross-functional teams comprised of subject matter experts as well as team members responsible for providing support during delivery of products/services.

(6) Effects of organizational changes on targets and constraints levied by higher headquarters are determined and deviations justified before implementation.

(7) Except for controlled structures and standard organizations mandated by HQUSACE, MRD Directorates/Separate Offices with less than 12 positions will not be subdivided, nor elements below that level established with fewer than 5 positions assigned, unless deviation approval is obtained.

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(8) At District level, organizational elements will not be established with fewer than 5 positions assigned, except for HQUSACE mandated standard and controlled organizations, unless deviation approval is obtained.

(9) Permitted number and titles for organizational elements established will conform to the stipulations set forth in ER 10-1-3 and related EC's. Deviations from that guidance require HQUSACE approval.

b. Functional Statements. The following principles will be applied in the preparation of functional statements:

(1) A functional statement will be stated in terms which exclude procedural and quantitative information; i.e., "what is done" rather than "how or why it is done".

(2) Functional statements in this regulation are not intended to serve as standard operating procedures. The detailing of operations, procedures, and work relationships will normally be included in other directives or office memorandums.

(3) Functional statements for an office will not be repetitions of, or similar to, statements of subordinate element functions.

c. Changes to Organization and Functions.

(1) Requests for organizational change are to be prepared in the following format and include information stipulated:

(a) Background. State situation, problem, directive or condition causing the need for change.

(b) Current Organization. Submit a diagram of the current organization, which reflects the organizational title(s) as shown in current orders, position titles and grades. Depict pertinent organizational relationships in the diagram by identifying all sub-elements; e.g., branches, sections, etc.

(c) Current Functional Statements. Provide the existing organization's current functional statements extracted from the appropriate appendix of this regulation (for MRD elements) or District organization and functions regulation (for District elements), and any approved change(s).

(d) Current Staffing. Identify all authorized positions, including vacancies, by job title, series, and grade in the present organization.

(e) Proposed Organization. Submit a diagram of the proposed organization, showing organizational title(s), position titles, and grades. Show pertinent organizational relationships by identifying all sub-elements.

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(f) Proposed Functional Statements. Submit functional statements which concisely and accurately describe only those functions assigned to the organization by appropriate authority.

(g) Proposed or Requested Staffing. Identify total proposed staffing, to include current authorized and any additional requested spaces, by job title, series and grade, for the proposed organization.

(h) Manpower Justification. Provide full explanation of basis for proposed staffing identified in sub-paragraph 6.c.(1)(g) above. To the extent possible, use quantitative workload data to justify proposal.

(i) Funding Impact. Show impact of the proposed change(s) on the following as applicable: engineering and design (E&D) costs; supervision and administration (S&A) costs; overhead; and other pertinent costs.

(j) Cost Comparison. Present a brief comparison of current fiscal costs and computed savings or additional costs which are a direct result of the proposal. Include a statement as to availability of funds for proposed change.

(2) Information prepared in accordance with sub-paragraph 6.c. (1) above is to be forwarded by memorandum to Resource Management Directorate, ATTN: CEMRD-RM-M, for processing. The forwarding memorandum is to provide a complete explanation as to why the proposal for change has been initiated, and is to include discussion of all alternatives considered and associated impacts.

(3) The format in sub-paragraph 6.c.(1) is not required for requests to deviate from organizational titles specified in ER 10-1-3 or related EC's; these may be submitted to CEMRD-RM-M by memorandum which provides a complete explanation of the basis for the request.

(4) Changes initiated within authority delegated to the District will be documented and submitted to MRD (ATTN: CEMRD-RM-M) for an after-the-fact review not later than 10 calendar days following the organizational change.

/ s /

JOHN E. SCHAUFELBERGER
Colonel, EN
Commanding

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APPENDIX A
MISSOURI RIVER DIVISION
MISSION STATEMENT

1. Commands and controls Corps of Engineers Districts assigned to the Missouri River Division and employs these forces to conduct operations in support of assigned missions and operational plans of the Corps of Engineers within assigned geographical designations.
2. Exercises responsibility for: interpreting Department of Defense (DOD), Department of Army (DA), and U.S. Army Corps of Engineers (USACE) plans, policies and programs; developing Division policies, where appropriate; and preparing plans for implementation that provide guidance to the Districts which accomplish operational aspects required. In an oversight role, reviews and evaluates District work performed to assure compliance, compatibility, and uniformity between Districts with respect to established policies; provides staff direction and assistance, as warranted, to the Districts.
3. Maintains a capability to provide for development and execution of engineering, design, real estate and construction of Army, Air Force, and other United States Government facilities, when assigned, pertaining to the States of Wisconsin, Minnesota, Iowa, Missouri, North Dakota, Nebraska, Kansas, South Dakota, Wyoming, and Colorado, and K.I. Sawyer AFB and Wurtsmith AFB, Michigan.
4. Maintains a capability to provide for the planning, development, and execution of engineering, design, real estate, construction, operations, maintenance and environmental protection of water resources, improvement of rivers, harbors and waterways for navigation, flood control, hydroelectric power, recreation, fish and wildlife, and related purposes. This includes shore protection and wetland restoration and maintenance pertaining to all or part of the States of Montana, Wyoming, Colorado, North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri and Minnesota.
5. Maintains a liaison program designed to further mutual cooperation and understanding between the Missouri River Division, Corps of Engineers, other military commands and governmental agencies in the pursuit of common goals.
6. Coordinates with other service headquarters and, as authorized by the Chief of Engineers, with other federal agencies to include representatives of Congress and other appropriate agencies or individuals within assigned states of jurisdiction.

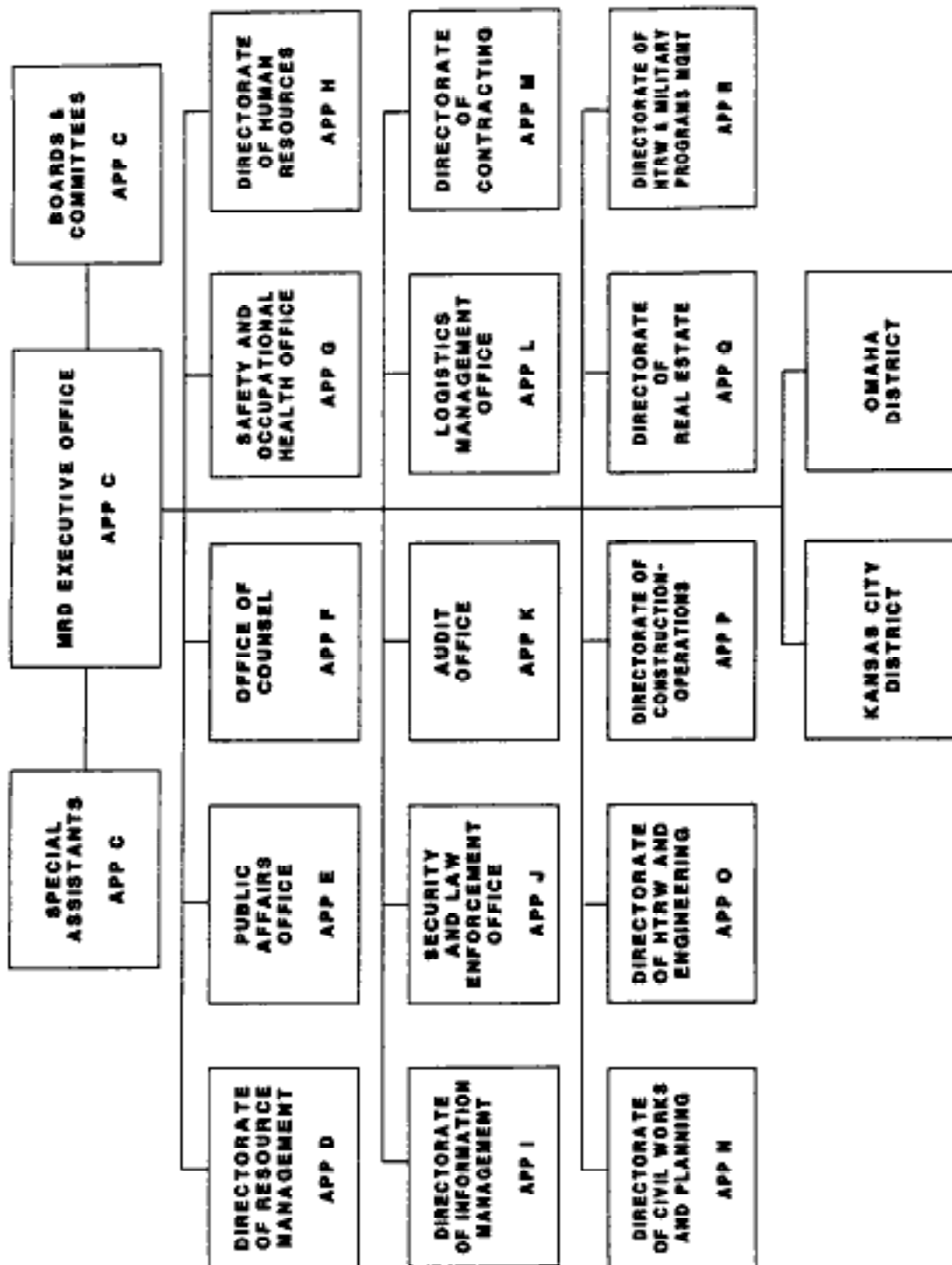
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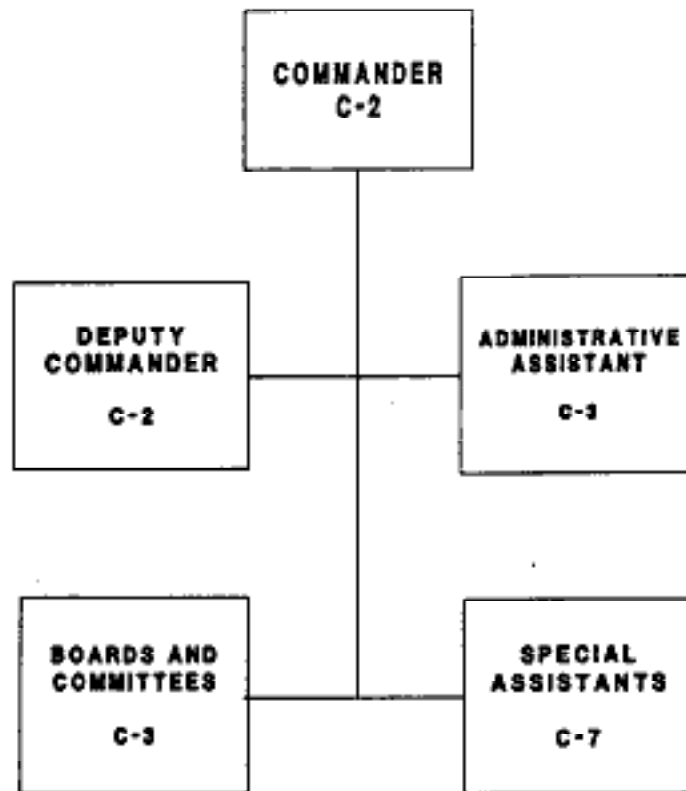
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7. Operates and maintains a Division Laboratory to provide for the necessary testing and evaluation of soils and foundation materials, and management/coordination of Chemical Quality Assurance Program for the hazardous, toxic and radioactive waste programs.
8. Operates, maintains and manages a Reservoir Control Center to direct day-to-day operations of the Missouri River main stem reservoir system.
9. Provides the Technical Center of Expertise for Underground Heat Distribution Systems and maintains state-of-the-art expertise.
10. Maintains a capability to provide for preparation and execution of natural disaster missions within USACE authorities and, as required, to support other Federal agencies emergency missions.
11. Maintains a high level of readiness and the ability to expand and take actions necessary to accomplish engineering and construction missions assigned in time of war or national emergency.
12. Exercises responsibility for the Corps of Engineers Mandatory Center of Expertise for the cleanup of hazardous, toxic, and radioactive waste sites under the Superfund and Defense Environmental Restoration Programs and maintains state-of-the-art expertise.
13. Exercises responsibility for providing civilian personnel payroll services to U.S. Army Corps of Engineers installations in the CONUS and overseas locations with the exception of Japan and Korea Districts. Provides USACE with software to input time, attendance, and labor data to the Corps payroll and financial systems.
14. Acts as the major subordinate command (MSC) point of contact for the Corps of Engineers Technical Center of Expertise for Protective Design. Maintains state-of-the-art technical expertise for protective design and coordinates Corps of Engineers' activities in this field.
15. Serves as the U.S. Army Corps of Engineers Transportation Systems Mandatory Center of Expertise (TSMCX). Provides technical engineering support to HQUSACE and Headquarters, U.S. Air Force, and consulting services to all MSC's, Army installations and Air Force bases, world-wide, upon request. Serves as HQUSACE technical monitor for transportation systems.

APPENDIX B



APPENDIX C



FUNCTIONAL STATEMENTS

COMMANDER

1. Commands and directs the activities of the Missouri River Division (MRD) Office staff in accomplishing assigned missions and program responsibilities.
2. Commands and supervises the activities of the Kansas City Commander and the Omaha District Commander.
3. Is the principal Army representative regarding civil and military engineering, and hazardous, toxic and radioactive waste (HTRW) matters affecting political bodies, military commands, and other agencies within assigned areas of MRD jurisdiction as a major subordinate command (MSC).

DEPUTY COMMANDER

1. Assists the Commander in directing, supervising, and managing MSC and District activities. Serves as principal assistant and advisor to the Commander and performs the duties of the Chief of Staff.
2. Reviews and coordinates program functions and activities of the Division Office staff and subordinate Districts. Interprets plans, programs, and policies directed by the Chief of Engineers or Commander and provides guidance to the staff and Districts as necessary.
3. Accomplishes liaison, coordination, and representation as required for activities between MRD and external agencies.
4. Takes final action on matters delegated by the Commander.
5. Coordinates, directs, and supervises activities of the Executive Office administrative staff.
6. Acts as MRD's Position Management Officer and Competition in Contracting Advocate.
7. Coordinates and directs the Individual Mobilization Augmentee Program as it pertains to military service members listed on the mobilization table of distribution and allowances for MRD.
8. Serves as a member of boards and committees as designated by the Commander.

ADMINISTRATIVE ASSISTANT

1. Assists the Commander in the decision-making process regarding actions of an administrative nature.
2. Advises the Commander and staff on matters related to administrative activities within the command.

3. Recommends and formulates general administrative policies, procedures, and regulations; supervises integration and application of same.
4. Conducts or performs special duties as may be assigned to include planning and coordinating ceremonies, arranging for visits by dignitaries and special events, and other similar actions.
5. Accomplishes special projects as assigned by the Commander.
6. Coordinates, reviews, and evaluates the effectiveness of administrative policies; makes reports and recommendations for improvement to the Commander.
7. Is responsible to the Deputy Commander for scheduling cost-effective mission-essential flights of the MRD-1 aircraft.
8. Exercises and monitors, within Command policy, the Commander's authority in military personnel management.
9. Assumes custodial and reporting responsibility for individual military personnel records.
10. Assists the Deputy Commander with coordination of the Individual Mobilization Augmentee Program.

BOARDS AND COMMITTEES

APPEAL BOARD - COMMERCIAL ACTIVITIES (CA) COST STUDIES

Acts upon all appeals and rebuttals regarding initial decisions.

CORPS OF ENGINEERS CORRECTIVE ACTION PROGRAM STEERING COMMITTEE

Establishes a local control system and management process to identify, evaluate and resolve issues which impact on the execution of the MRD mobilization and national emergency support missions and the Disaster Preparedness Program.

DAM SAFETY COMMITTEE

Manages the Dam Safety Program within the Missouri River Division.

FEDERAL WOMEN'S PROGRAM COMMITTEE

Assists the Division Equal Employment Manager and Division Commander in carrying out an affirmative Equal Employment Opportunity Program with special regard for the concerns of women.

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FITNESS AND FUN COMMITTEE

Plans, gathers information on and implements programs directed at maintaining and improving the health and fitness of Division Office employees.

HISTORICAL COMMITTEE

Performs the functions set forth in MRD-R 870-1-1.

INCENTIVE AWARDS COMMITTEE

Implements Department of the Army and Corps of Engineers policies governing the Army Incentive Awards Program.

INFORMATION RESOURCES MANAGEMENT STEERING COMMITTEE

Supports the Information Management Plan (IMP) process. Reviews the annual IMP consolidated submittal to HQUSACE and DA. Determines actions and responses to HQUSACE Information Systems Planning Implementation activities. Approves and sets priorities for mayor IM technology efforts when requested by Director, Information Management.

LABORATORY BUSINESS PRACTICES COMMITTEE

Monitors and provides advice on business practices at the Division Laboratory.

MISSOURI RIVER MAINTENANCE TASK GROUP

Coordinates operations and maintenance work on the Missouri River navigation project, including dredging activities and capability, reconnaissance and survey activity, navigator assistance, channel training structures, equipment requirements, and any other factors affecting navigation.

MISSOURI RIVER DIVISION QUALITY COUNCIL

Serves as an Executive level team responsible for changing the management and organizational culture of the Missouri River Division through institutionalization of the Total Quality Management (TQM) philosophy. Is responsible for overall direction of TOM initiatives in the Division Office.

PERFORMANCE STANDARDS REVIEW BOARD

Reviews civilian performance plans and rating distributions and makes recommendations on the administration of the Total Army Personnel Evaluation System (TAPES).

PROCUREMENT FRAUD PREVENTION COORDINATING COMMITTEE (PFPCC)

Assists the Procurement Fraud Advisor in implementing the fraud abatement program by providing guidance, advice and support to the Division/Districts as needed, and acts as liaison between elements internal and external to the command as necessary.

PROGRAM BUDGET ALLOCATION COMMITTEE (PBAC)

Meets as a corporate committee to make recommendations on Division resources, both funding and manpower, and any other Division Office operating budget issues.

PROJECT REVIEW BOARDS (PRBs) - CIVIL, MILITARY, AND HTRW

Separately meet as corporate boards to guide the Districts in implementation of the USACE project management system, review reports required by that system, participate in line item reviews, act on management policy issues which do not require the approval of the Division Commander, and make recommendations on management policies which require Division Commander approval.

RADIATION CONTROL COMMITTEE

Reviews proposals for procurement and disposal of ionizing radiation sources, and recommends protective measures for their use; investigates and evaluates complaints of unsafe or unhealthful work conditions/practices.

RESOURCE CONSERVATION RECOVERY ACT (RCRA) REQUIREMENTS COMPLIANCE COMMITTEE

Provides guidance and oversight for the Division Laboratory's compliance with RCRA regulatory requirements.

SAFETY AND OCCUPATIONAL HEALTH COMMITTEE

Assists Division Safety and Occupational Health Office official in carrying out duties and provisions of the MRD Safety and Occupational Health Program.

SELECTION COMMITTEE FOR THE GALLERY OF DISTINGUISHED CIVILIAN EMPLOYEES

Selects Distinguished Civilian Employees in accordance with MRD-M 672-1-1.

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TRAINING COMMITTEE

Assists the Commander in planning, coordinating, and evaluating training programs and gives advice on fiscal year and long-range training program plans for employees of the Missouri River Division Office.

VOLUNTARY LEAVE TRANSFER PROGRAM COMMITTEE

Reviews leave transfer applications and recommends approval or disapproval to the Commander regarding donation by MRD employees of annual leave to other employees for medical or family emergencies or other hardship situations.

SPECIAL ASSISTANTS

EQUAL EMPLOYMENT MANAGER

1. Provides staff leadership in the development and implementation of the Division's multi-year EEO program and affirmative action plan.
2. Conducts annual Division-wide program evaluations to ensure statutory and regulatory compliance. Monitors and evaluates EEO and affirmative action programs.
3. Serves as principal advisor to the Division Commander and provides complete staff actions on all matters pertaining to the civilian EEO program. Provides guidance, advice, and assistance to managers and supervisors on EEO matters as they relate to the development of EEO performance standards and special emphasis programs (e.g., Federal Women's Program, Hispanic and Black Employment Programs).
4. Assures policy and guidance from higher headquarters are properly implemented Division-wide, supplemental instructions are passed to Districts, and timely response to compliance reports generated by higher headquarters is provided.
5. Represents Division Commander and maintains liaison with other agency officials concerned with EEO/affirmative action programs.
6. Maintains liaison with Human Resources staff regarding integration of affirmative action program plans and federal equal opportunity recruitment plans.
7. Acts in an advisory capacity to various boards, panels, and/or committees with the responsibility for making recommendations or decisions that affect personnel policies or practices.
8. Manages the EEO discrimination complaints system in accordance with applicable legal and regulatory guidance to ensure compliance.

9. Administers the Division civilian EEO career program.

10. Maintains DA and USACE guidance on the military race relations program. Assists Commander in carrying out Division-wide race relations program for military personnel.

EMERGENCY OPERATIONS MANAGER

Plans, organizes, and directs the MRD Emergency Management Program. Specific program functional responsibilities are shown in appendix P.

VALUE ENGINEERING OFFICER

1. Promotes the Value Engineering Program at MRD.

2. Exercises staff surveillance over all Division and District value engineering activities. Reviews Districts' value engineering programs and make recommendation for compliance with headquarters initiatives.

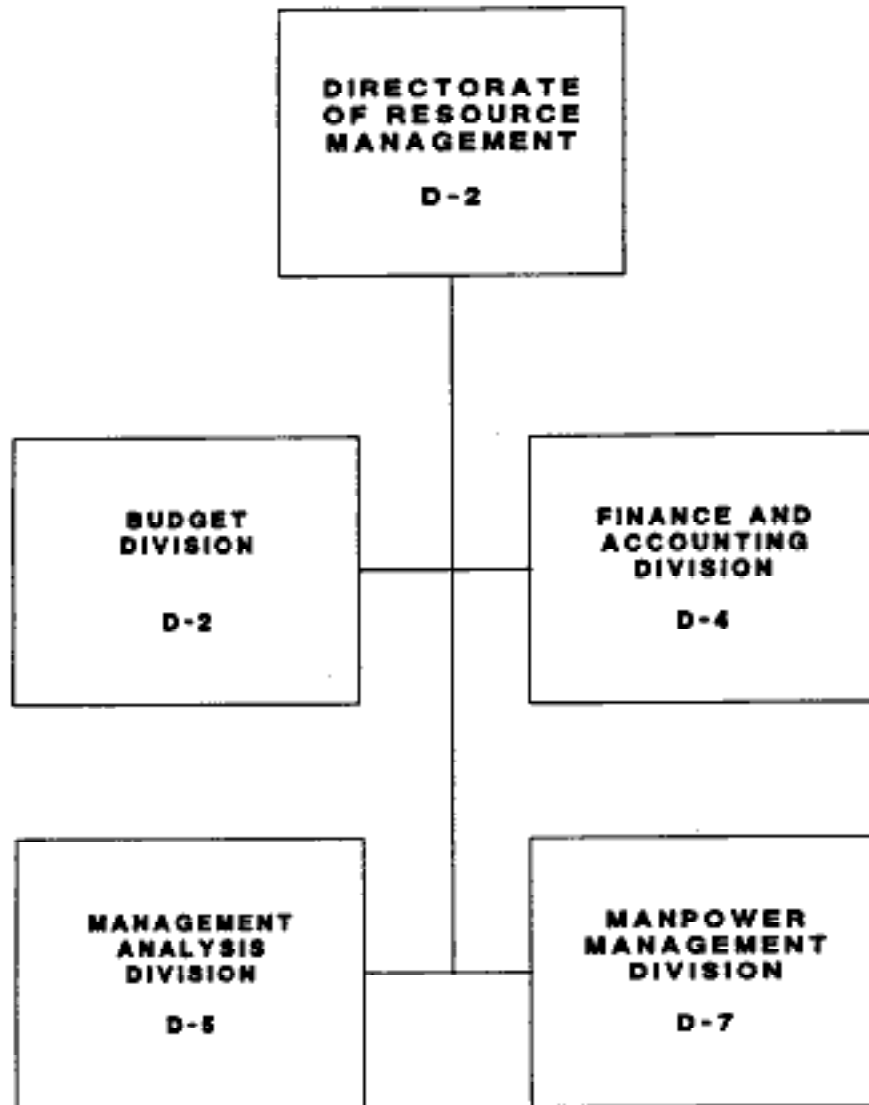
3. Manages the Value Engineering Program implementation of studies and prepares necessary reports of same.

4. Develops Division value engineering policies and provides guidance to ensure implementation by Districts.

5. Provides oversight management for execution of DOD's Value Engineering Support System assigned to Kansas City District.

6. Provides and supports training programs in value engineering methodology to in-house personnel and USACE customers.

APPENDIX D



DIRECTORATE OF RESOURCE MANAGEMENT

1. Serves as the major subordinate command (MSC) Chief Financial Officer. Advises the Commander and staff on matters dealing with programming and budgeting; finance, accounting and administrative control of funds; manpower management; management analysis; economic and cost analysis; internal management controls; and command management review and productivity improvement activities.
2. Exercises general and staff supervision over resource management activities throughout the command.
3. Exercises staff supervision over the HQUSACE centralized civilian payroll system.
4. Exercises Corps-wide responsibility for the functional development, implementation, and maintenance of the Corps of Engineers Time, Attendance and Labor (CETAL) system.
5. Prepares applicable portions of command studies and plans in support of emergency, contingency, mobilization, general war, and base development plans.
6. Serves as the MRD Comptroller Civilian Career Program Manager.

BUDGET DIVISION

1. Assists and advises staff elements on matters pertaining to funds-related administrative restrictions and limitations, and budget activities.
2. Develops and submits annual budgets for the Division Office and monitors the execution of these budgets throughout the fiscal year in the following areas:
 - a. Civil activities (general expense, flood control and coastal emergencies, general investigations, construction general, operations and maintenance general, and Superfund).
 - b. Military activities (Operations and Maintenance, Army (OMA), Installation Restoration Program (IRP), Formerly Used Defense Sites (FUDS) Program, reimbursable programs).
 - c. Facility activities (revolving fund).
3. Prepares monthly financial plan report and other special reports as required to HQUSACE on status of OMA.
4. Prepares comptroller supporting data for all Division Office civil appropriations reflecting use of funds by object class.
5. Issues civil apportionments to Districts limiting rate of obligations by quarter.

6. Prepares Division Office operating/functional budget for the fiscal year and monitors the execution to include updating/revisions throughout the fiscal year. Advises each organization monthly as to the status of their account.
7. Exercises staff supervision over District budget branches and reviews all budget reports submitted by Districts.
8. Reviews Civil budget project data prepared by Directorate of Civil Works and Planning and District budget branches prior to submission to HQUSACE.
9. Prepares and coordinates Division Office budgetary data for required reporting to HQUSACE. Reviews, analyzes, and makes recommendations on the related budgetary aspects.
10. Receives, accepts, and allocates all military and civil direct and reimbursable Funds for the Division Office. Initiates and processes all requests for increases or decreases in Division Office direct and reimbursable funding.
11. Exercises control over the use of all funds, including administrative restrictions of limitations placed on use, available to the Division Office.
12. Consolidates, reviews and monitors District Military Construction, Army (MCA) obligation schedules for direct and reimbursable work by fiscal year for submission to HQUSACE.
13. Exercises Division-wide responsibility concerning funds control for the Formerly Used Defense Sites (FUDS) Program under the Defense Environmental Restoration Program (DERP) to include remedial investigations, feasibility studies, remedial design, and remedial construction.
14. Prepares submissions for all Military Capital Investment Programs, budgets and monitors their execution.
15. Prepares the Schedule of Obligations and Expenditures and the Force Configuration Report for the Division Office in coordination with the Directorate of Civil Works and Planning.
16. Provides support to the Corps of Engineers Hazardous, Toxic and Radioactive Waste Mandatory Center of Expertise (HTRW MCX).
 - a. Exercises Corps-wide responsibility concerning funds control for the Environmental Protection Agency (EPA) Superfund Program which includes both remedial and emergency response project funds for technical assistance, design and construction. Ensures that interagency agreements (IAG's) initiated by EPA, its regional offices, and laboratories conform to the national IAG and established financial policies and regulations. Assigns Corps financial coding data to EPA funding documents and maintains Corps-wide control over codes used. Verifies accuracy of Superfund financial data contained

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on the consolidated USACE 3011A report and coordinates required corrections with the associated field activity. Coordinates closeout of IAGs, return of excess funding to the EPA regions, and resolves discrepancies between EPA and Corps records.

b. Exercises Corps-wide responsibility concerning funds control for the Installation Restoration Program (IRP) under DERP to include remedial investigations, feasibility studies, remedial design, remedial construction, and program guidance. Initiates work authorization directives (WAD's) to other MSC's and Districts based on workplan developed by HQUSACE. Ensures adequate funding is available to make quarterly distributions within workplan. Assigns project/location codes to WAD's and maintains Corps-wide control over the codes used for the accountability of funds.

FINANCE AND ACCOUNTING DIVISION

1. Advises staff elements on all matters pertaining to financial services relating to the revolving fund and allotted military and civil funds.

2. Performs staff and technical supervision of finance and accounting (F&A) activities throughout MRD. Develops MSC-wide finance and accounting procedures and furnishes guidance to the District office staff. Establishes procedures to control funds and prevent violations of 31 USC 1517 (Anti-Deficiency Act).

3. Functions as the MRD focal point for the current Corps of Engineers Management Information System (COEMIS) F&A subsystem and as MRD planning coordinator and training focal point for the conversion to the Corps of Engineers Financial Management System (CEFMS). Resolves COEMIS F&A subsystem problems involving coordination with the Directorate of Information Management and District F&A activities and provides the network for expeditious channeling of CEFMS issues to HQUSACE.

4. Provides consulting and advisory services on the technical aspects of finance operations. Advises on interpretation of regulations and directives pertaining to payments from appropriated funds. Resolves entitlement questions relating to travel allowances and advises MRD staff as to appropriate timekeeping and labor costing procedures.

5. Performs technical inspection of District finance and accounting activities. Implements and administers the Quality Assurance Program within MRD.

6. Reviews and monitors all financial reports and statements for compliance with regulations, accuracy, timeliness, and proper reconciliation. Establishes, monitors, and reviews revolving fund accounts; evaluates District nominal balances and management procedures.

7. Reviews applications for waiver of overpayment under Public Law 90-616 for compliance with regulations and completeness of supporting data.

8. Reviews requests for Advance Decisions to the Comptroller General and transfers of delinquent accounts and claims against the U.S. Government for proper supportive documentation, proper detail, and compliance with governing regulations.
9. Monitors financial accounting of property throughout MRD. (Property management function is a responsibility of the Logistics Management Office.)
10. Performs staff supervision and review of the Corps Central Payroll Office operation located in the Omaha District; develops and recommends policies and standardized operations and improvements to Chief of Engineers.
11. Provides liaison between the Western Area Power Administration and the Omaha District on matters concerning hydropower accounting and reporting.
12. Exercises, in support of the Corps HTRW MCX, Corps-wide program responsibility for the implementation, operation, and maintenance of site-specific documentation of USACE costs incurred for EPA Superfund activities.

MANAGEMENT ANALYSIS DIVISION

1. Schedules and conducts organizational analyses and management engineering studies to design and improve management systems, and to develop solutions to problems involving missions, functions, organization, workload, resources, methods and procedures.
2. Conducts special studies of specific management or internal organizational problems where appropriate, and develops long and short-range organizational plans as required.
3. Reviews, evaluates, and recommends actions on existing missions, organizational structure, assignment of functions, and proposed changes. Reviews proposed deviations from prescribed organizations and functions; prepares recommendations on same for Division Commander to approve and/or forward to HQUSACE/Districts.
4. Participates, as requested, in systems studies leading to acquisition or installation of new equipment, processes, and systems.
5. Publishes and maintains the Organization and Functions MRD Regulation (MRD-R 10-1-3).
6. Assists the Division Commander in the development and monitoring of MRD goals and objectives.
7. Acts as an MRD focal point for assessment of quarterly HQUSACE Command Management Review (CMR) performance indicators and related data; performs statistical reviews and analyses concerning HQUSACE CMR data as warranted.

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8. Manages the MRD CMR process; develops and monitors MSC-wide system for assessing Division/District performance, progress, and trends against assigned missions, programs, and established command objectives. Provides guidance to staff and Districts on performance indicators, chart formats, content of District CMR booklets, and the quarterly Division Office presentations held at MRD. Conducts associated statistical reviews, studies or analyses as required.

9. Serves as the MRD Committee Management Officer and monitors the establishment, operation, and dissolution of Division Office committees.

10. Coordinates actions on Engineer Inspector General (EIG) inspections of the Division Office, and HQUSACE command inspections.

11. Manages the MRD Command Inspection Program and development of the MSC Organizational Inspection Program. Assists the Commander in conduct of annual on-site Command Inspections of the Districts; analyzes resulting reports, submits them for approval and forwarding to Districts.

12. Serves as program manager for productivity programs; implements and manages the Army Ideas for Excellence Program (AIEP).

13. Serves as the Division Commercial Activities (CA) Program Manager and manages the CA program for MRD.

14. Serves as the Division Office Internal Control Administrator and manages the Internal Management Control Program.

15. Develops guidelines for the preparation, review, and processing of inter/intra-agency support agreements.

16. Exercises staff supervision over, and provides technical guidance to, District management analysis staffs.

17. Serves as the Assistant MRD Comptroller Civilian Career Program Manager.

MANPOWER MANAGEMENT DIVISION

1. Provides staff assistance to the Commander on all aspects of the manpower program.

2. Provides staff supervision for manpower management functions and furnishes manpower and force management services to all elements.

3. Programs data for the manpower portions of the civil and military budget and command budget system; coordinates manpower functions by program elements.

4. Prepares justification and/or impact statements concerning changes to manpower resources, making adjustments in accordance with command guidance, approved priorities and objectives; provides necessary input for the Command Mobilization Program.
5. Receives manpower allocations from higher headquarters and suballocates to elements of the command; suballocates fully considering command priorities, guidance, and imposed constraints.
6. Develops the appropriate analysis and evaluation of proposed changes in resources or functions to ensure standards in conformance with policy; determines future manpower trends and recommends change in emphasis or direction.
7. Develops and implements manpower standards and policy guidance to include requirement and authorization criteria, unit staffing standard, and staffing guides; develops and provides input to higher headquarters to refine staffing development programs.
8. Evaluates and recommends changes to manpower requirements based on consideration of in-house work force, contractual services, and effectiveness of existing or proposed organizational structure.
9. Participates in the HQUSACE Manpower Survey Program as directed; prepares special management studies which have an impact on the available resources; reviews manpower surveys conducted by higher headquarters, provides the necessary responses, and documents the established requirements in the unit authorization document.
10. Prepares necessary manpower utilization reports; provides guidance for position identification, identifies other personnel and borrowed labor, and monitors the use of overtime; provides management with analyses and data which reflect the utilization of resources.
11. Exercises technical control over the Army authorization documents program and manpower reports; monitors, analyzes, and makes recommendations concerning the average grade and high grade programs; recommends solutions to accomplish out-of-cycle requests and changes in the distribution of resources; validates the required and authorized positions by Army Management Structure Code in the unit authorization documents.
12. Provides necessary input to maintain an automated manpower reporting system.
13. Provides technical assistance to the Division career program manager for Manpower and Force Management Career Programs.
14. Provides Civil Manpower Budget Officer (CMBO) service to HQUSACE and the Corps. As Corps CMBO, recommends Corps policy and procedures, develops and analyzes data supplied by field and headquarters elements, and prepares final displays for manpower budget input to OMB.
15. Prepares and distributes the Division Office directory and position charts.

APPENDIX E

PUBLIC AFFAIRS OFFICE

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PUBLIC AFFAIRS OFFICE

1. Assesses public attitudes in matters of interest to Missouri River Division (MRD) and the Corps. Advises the Commander and staff concerning development of programs to inform the public, including maintenance of a clipping service and in-house circulation of a file of news and editorial comment relating to Corps civil works, military, and hazardous, toxic and radioactive waste (HTRW) activities.
2. Furnishes guidance and assistance to District Public Affairs Offices (PAO's) and provides liaison between HQUSACE PAO and District PAO's, as well as MRD elements.
3. Coordinates Division public affairs programs and assists others in internal and external relations activities.
4. Maintains cooperative relations with media representatives. As part of media relations work, prepares, and disseminates news stories on topical subjects to news media and to elected and appointed governmental officials as appropriate; supplies information to news media as a result of direct requests. Also serves as an information bureau on Corps work for media, special interest groups, and private citizens.
5. Publishes employee newsletter circulated to all Division employees and retirees. Prepares and disseminates special publication. concerning MRD missions; assists other Division elements and District PAO's in preparation and dissemination of special publications; reviews special publications prepared by District PAO's.
6. Has staff responsibility for the annual commemoration of Engineer Day. As one element of this observance, serves as a member of the Selection Committee for the Gallery of Distinguished Civilian Employees.
7. Writes speeches for and assists other staff members in preparing speeches for Commander; on request, edits speeches written by others; helps congressional staffs prepare statements on Missouri River basin matters; supplies information on MRD affairs to HQUSACE for use in preparing speeches for the Chief and staff; reviews speeches written by other members of the Division staff to assure consistency with Army and Corps policies (as a result of oral or written requests). Delivers speeches to civic, educational, and business groups on the Division's civil works, military construction, and HTRW missions.
8. Maintains a speakers bureau for the benefit of local groups interested in hearing the Corps message or information about the Army.
9. Maintains a small photo library for use by Division staff; requests and directs photo assignments of Division/District staff photographers; handles selected photo assignments in-house.

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10. Produces or directs production and distribution of visual aids, motion pictures, multimedia presentations, and exhibits which illustrate the Corps story.

11. Has functional responsibility for the MRD history program.

a. Supports Corps activities through historical research and documentation by publishing the MRD history, selected monographs and updates, and by conducting interviews with active and retired personnel.

b. Collects and preserves Division historical materials and objects reflecting development of engineering technology or Corps missions.

c. Utilizes historical publications and information in public affairs programs and visitor centers.

d. Provides USACE historians and other scholars with research materials and submits an annual historical report to HQUSACE Office of History.

APPENDIX F

OFFICE OF COUNSEL

F-2

OFFICE OF COUNSEL

1. Renders assistance and advice to the Commander and major subordinate command (MSC) Engineer, and all components of Missouri River Division (MRD) on all legal matters, and on management and policy as appropriate.
2. Acts as senior legal policy advisor to the MSC Commander.
3. Manages the delivery of legal services throughout MRD including the Attorney Career Management Program.
4. Reviews, investigates, recommends, and acts appropriately on all contractual and non-contractual claims and appeals, including presentation of cases before the proper administrative board (except claims involving fiscal records or procedures which do not require legal opinions as to validity or propriety) and processing of tort and admiralty claims. Manages contract dispute resolution processes including staff advice, supervision, and assistance in alternative dispute resolution (ADR) techniques and dispute prevention efforts such as partnering and preventive law.
5. Serves as legal advisor on procurement law, including solicitation, award, administration, and termination of all types of contracts relating to MRD programs. Participates in the development and review of programmatic acquisition plans.
6. Manages the Contractor Industrial Relations Program within the MSC. Processes requests for wage determinations; carries out labor policy directives and programs issued by higher authority, including enforcement of contract labor standards, and implements or recommends policies and procedures. Promotes good working relationships between USACE, organized labor, and contractors. Prepares consolidated semi-annual labor standards enforcement reports.
7. Processes all bid protests and mistakes in bid arising in MRD; decides agency bid protests arising in the MSC.
8. Serves as program manager for the Procurement Fraud Program. Reviews, investigates, and coordinates allegations of procurement fraud with investigative and enforcement agencies. Coordinates formulation of proposed remedies plans; reviews and processes investigative reports and recommends disposition; e.g., criminal prosecution, civil action, administrative suspension or debarment. Assists Department of Justice in criminal prosecution or civil litigation. Assists Judge Advocate General (JAG) in administrative suspension or debarment proceedings.
9. Serves as MRD Ethics Counselor. Provides staff advice and assistance on standards of conduct, conflicts of interest, financial disclosure, procurement integrity, negotiating for employment, and post-employment constraints. Prepares and submits required compliance reports within regulatory deadlines. Prepares and conducts required standards of conduct and procurement integrity training. Assures compliance with Army Rules of Professional Conduct for lawyers.

10. Serves as MRD Labor Counselor. Provides staff advice and assistance on EEO and personnel law issues and actions, including agency representation before administrative tribunals and litigation support.
11. Provides staff advice and assistance on fiscal law, including proper expenditure of appropriated funds in conformance with purpose, need, and time restrictions.
12. Provides staff advice and assistance to programs and project management functions. Reviews project management plans and reports, including schedule and cost change requests. Coordinates resolution of legal issues. Provides legal support to the Civil, Military, and Hazardous, Toxic and Radioactive Waste (HTRW) Project Review Boards (PRBs) and participates in PRB meetings.
13. Provides legal advice and assistance on government information practices, including administration of the Privacy and Freedom of Information Acts. Serves as MRD Freedom of Information Act (FOIA) Officer and Initial Denial Authority. Processes FOIA requests; reviews requests for proper form and substance; coordinates collection of responsive records; reviews collected documents for releasability; acts upon recommended denials or recommends denial. Provides requester releasable records; computes and collects specified fees. Prepares and forwards required annual report.
14. Provides legal advice and assistance on environmental law, including compliance with a wide variety of statutory and regulatory requirements.
15. Serves as legal advisor on matters pertaining to support of the Defense Environmental Restoration Program (DERP), EPA Superfund Program, and HTRW Support for Others. Manages legal matters related to negotiation and execution of Potentially Responsible Party agreements involving HTRW under DERP.
16. Provides legal advice and assistance on water law, including the acquisition, use and disposal of water rights for military installations, reservoir regulation, and water management.
17. Provides legal advice and assistance on a wide variety of general law subjects, including Federal Information Processing (FIP), Homeowners Assistance Program, Indian law, base closing, reorganization, and legal support to the various resident centers of expertise.
18. Assists in and has professional oversight responsibility for real estate legal support.
19. Provides and manages legal support services such as law library, Corps of Engineers Automated Legal System (CEALS), recurring management information reports, correspondence preparation, and files maintenance.

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20. Provides legal advice and assistance in support of the MRD Civil Works Program, including review and processing of a variety of planning and project reports, proposed and enacted legislation, feasibility study cost sharing agreements (FCSA's), project cooperation agreements (PCA's), water supply and recreation contracts, fish and wildlife, and hydropower-related actions.

21. Provides legal advice and assistance on matters pertaining to mobilization preparedness and exercise of emergency authorities.

22. Provides legal advice and assistance on MRD's regulatory functions, including litigation strategy, management, and prosecution.

23. Provides professional and managerial oversight of District Offices of Counsel.

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APPENDIX G

SAFETY AND
OCCUPATIONAL HEALTH
OFFICE

G-2

G-1

SAFETY AND OCCUPATIONAL HEALTH OFFICE

1. Serves as principal adviser and technical consultant to the Commander and Missouri River Division (MRD) staff in planning, organizing, and evaluating the safety and occupational health programs.
2. Interprets, establishes, and implements safety and occupational health program plans, policies, and procedures.
3. Provides technical assistance to Districts on accident control measures to eliminate or control unsafe behavior and environment (s) .
4. Assists Districts in determining the numbers and qualifications of personnel necessary to ensure an effective accident prevention effort.
5. Advises the Commander and assists Districts in developing safety and occupational health aspects of training exercises.
6. Determines the need for, procures, and distributes safety and occupational health promotional and educational materials.
7. Provides technical assistance in accident investigation and reporting to ensure accuracy and completeness.
8. Collects, analyzes, and disseminates data concerning the accident experience of Division Office and District elements. Prepares progress reports on safety and occupational health activities, and other reports and studies required by higher authority.
9. Develops recommendations for corrective measures where warranted by adverse accident rates or trends, hazardous conditions or procedures, or other deficiencies.
10. Ensures adequate safety and occupational health practices and physical standards are incorporated into operating procedures, manuals, directives, and other instructions.
11. Reviews plans and specifications for appropriate accident prevention and occupational health provisions.
12. Serves as Division Safety and Occupational Health Career Program Manager.
13. Conducts surveys of Division Office and District activities, and construction and operations sites. Evaluates compliance with established safety and occupational health program policies and procedures, and effectiveness of accident controlling measures.

14. Analyzes accident reports to determine causal factors and provides appropriate preventive measures.
15. Administers the Division Office occupational health program which provides comprehensive monitoring of employee occupational health status and work place conditions.
16. Serves as the Chief of the Radiological Defense Center and as the Safety and Occupational Health Officer on the MRD Crisis Management Team.
17. Serves as the Radiological Defense Officer for MRD.
18. Serves as the Radiation Protection Officer for MRD and as a member of the Radiation Control Committee.
19. Serves as a technical advisor to the Safety and Occupational Health Committee.
20. Serves as the Self-Protection Officer and Fire Marshal for the Division Office.

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APPENDIX H

**DIRECTORATE OF
HUMAN RESOURCES**

H-2

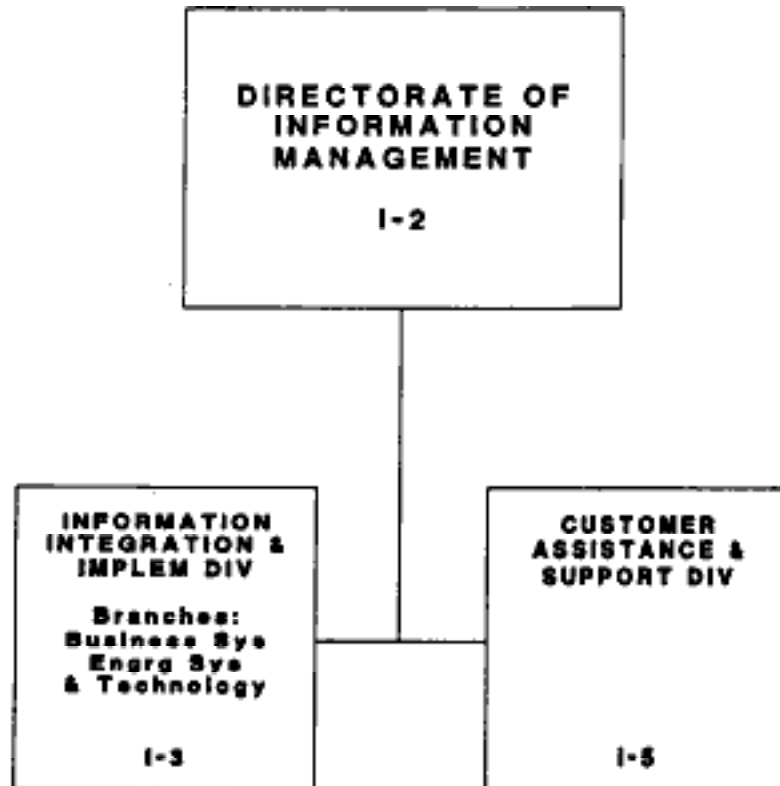
H-1

DIRECTORATE OF HUMAN RESOURCES

1. Advises the Commander and staff on all matters pertaining to human resources management and administration.
2. Implements a human resources program which will guide and govern human resources management and guarantee equality of opportunity at lower levels of command.
3. Redelegates authority for human resources management and administration through command channels.
4. Evaluates human resources management periodically throughout the command to identify strengths and weaknesses of operating programs, including all major subprograms; e.g., recruitment, training, management-employee relations, classification, etc.
5. Analyzes appropriate personnel reports, DA Command Evaluation Surveys of Civilian Personnel Management, and Office of Personnel Management inspection reports.
6. Reviews, comments, recommends, and participates, as requested or as necessary, in developing new or revised HQUSACE policies and programs regarding human resources management.
7. Supervises and assigns developmental projects to the Districts and makes results available to avoid duplicating research and developmental project work.
8. Promotes the Incentive Awards Program throughout the command, including the development of programs designed to increase participation of civilian employees and military personnel and gives adequate recognition in individual cases.
9. Develops fiscal year human resource program goals.
10. Analyzes and evaluates the management and utilization of the civilian work force; prepares periodic program status reports for submission to higher headquarters.
11. Monitors and coordinates actions of civilian work force reductions or expansions; obtains clearances from appropriate headquarters as required.
12. Acts as the local functional chief for the Civilian Personnel Administration Career Program, assuring quality intake and planned development of the professional and technical staff throughout the Districts and Division.

13. Develops and recommends policies/programs and provides staff guidance related to human resources management practices, including, but not limited to, staffing, recruitment, selection, placement, separations, promotions, career referrals, discipline, grievances, conditions of employment, management-employee communications, special emphasis employment programs, and equal employment opportunity.
14. Develops, coordinates, and implements the position management and classification program for the Division Office and Districts.
15. Analyzes position structure trends, causes, and costs, and provides position design and classification advice and assistance to managers and supervisors.
16. Provides technical assistance to the command Position Management Officer.
17. Provides job evaluation decisions as required on controversial or unprecedented position descriptions. Exercises classification authority for GS-13 and higher grade levels.
18. Provides staff supervision and guidance to District Human Resources Officers on training matters; coordinates actions with them to ensure maximum utilization of training efforts.
19. Administers the Personnel Mobilization Planning and Management Program.
20. Maintains the Division-wide GS-13 Career Referral System for the Engineer and Scientist Career Program; advises the Career Program Manager (Director, HTRW and Engineering) on all aspects of the registration, referral, paneling, and individual career development processes.
21. Provides staff guidance and assistance to District commanders in carrying out their human resources management responsibilities.
22. Discharges specific responsibilities assigned to Division Commander in governing engineer regulations, circulars, and other HQUSACE directives which pertain to human resources management.
23. Furnishes Division Commander recommendations on District Commander cases presented to higher authority.
24. Establishes and administers Division-wide human resources management programs when warranted.
25. Interprets, formulates, and disseminates human resources policy and procedures to reflect regional and program requirements. Provides technical expertise and consulting services to Districts.

APPENDIX I



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DIRECTORATE OF INFORMATION MANAGEMENT

1. Advises the Commander and staff on information management functions.
2. Plans, directs, and coordinates all information management activities.
3. Exercises staff supervision and provides guidance for Districts' information management activities.
4. Recommends Missouri River Division (MRD) level Information Mission Area (IMA) program goals, objectives, and priorities.
5. Assures formulation of MRD level plans, policies, and procedures within the framework of general policies by higher authority for information management.
6. Validates and approves IMA hardware and software requirements. Ensures compatibility of MRD-wide information systems and applications.
7. Solicits and reviews MRD/District level requirements; prepares and maintains the MRD IMA Modernization Plan.
8. Accomplishes and maintains MRD level long and short-range planning for all IMA functions.
9. Reviews and approves Districts' long and short-range IMA plans.
10. Monitors execution of MRD and District IMA Modernization Plans.
11. Prepares and submits operating budgets for IMA resources. Manages the expenditure of funds within approved IMA budget.
12. Manages the design, development, implementation, and augmentation of all types of communication systems, except where using element is system proponent; i.e., Regional Hydropower Action Center (REHAC), Power Plant Control System (PPCS), and Project Maintenance Management System (PMMS).
13. Is responsible for MRD data administration.
14. Serves as IMA Career Program Manager.
15. Assures conduct of staff visits to the Districts to monitor status of IMA execution and implementation of program guidance. Participates in HQUSACE directed inspections and staff visits to other major subordinate commands (MSCs) and Districts.

16. Serves as a member of Corps-wide user groups or planning committees for all IMA's, such as the Field Information Management Users Group (FIMUG).

17. Acts as MSC representative to private and public sectors with regard to IMA activities.

INFORMATION INTEGRATION AND IMPLEMENTATION DIVISION

1. Ensures software integration of all MRD's information systems, including off-the-shelf software.

2. Performs technical evaluation of information plans, including hardware and software requirements.

3. Provides review and guidance for District systems and programming functions. Ensures these functions meet established MRD, USACE, and DA requirements.

4. Exercises responsibility for installation of the Corps of Engineers Time, Attendance and Labor (CETAL) system throughout USACE.

5. Provides on-line diagnostic service to CETAL users throughout USACE.

BUSINESS SYSTEMS BRANCH

1. Provides data base design, development, and maintenance for all MRD business systems.

2. Performs data base administration and family administration necessary to support MRD use of the Corps of Engineers Automation Plan (CEAP) IA computer resources.

3. Implements all USACE standard systems in MRD.

4. Provides all systems and programming support to Division Office staff that is required to meet MRD's unique business requirements not otherwise provided by USACE standard systems.

5. Provides systems and programming support to meet MRD/USACE management role in assigned hazardous, toxic, and radioactive waste programs.

6. Provides system and programming support for the Corps-wide CETAL system.

7. Provides advice, guidance, and assistance to business-systems automation users when required.

8. Assists Division Office business and administrative users in determining needs for and acquisition of automated data processing (ADP) equipment.

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9. Furnishes Information System Security Officer (ISSO) service to Division Office; provides guidance, in coordination with the Chief, Security and Law Enforcement, to Districts on automation security in accordance with AR 380-19.

10. Develops and maintains Continuity of Operations Plan (COOP) for all sensitive or mission essential business process applications.

ENGINEERING SYSTEMS AND TECHNOLOGY BRANCH

1. Provides data base design, development, and maintenance for all MRD engineering and scientific (E&S) system applications.

2. Provides systems and programming for E&S applications in support of Division Office staff.

3. Evaluates new automation technology for application within MRD; provides technical evaluation of data communication alternatives and develops specification for procurement.

4. Prepares and reviews specifications for automation equipment associated with E&S applications; assists Division Office users in defining needs for and acquisition of ADP hardware/software.

5. Implements E&S systems in MRD; provides advice, guidance, and assistance to users when required.

6. Provides technical support to Division Office staff and guidance to Districts in the area of workstation/local area network (LAN) technology; maintains MRD microcomputer and LAN standards.

7. Provides data communication support for CEAP network within MRD and communications support for the Division Office.

8. Prepares justifications and specifications for computers, peripheral equipment, communications equipment and changes in support of MRD CEAP activities.

9. Develops and maintains COOP for all sensitive or mission essential E&S applications.

CUSTOMER ASSISTANCE AND SUPPORT DIVISION

1. Supports MRD IMA customers (users) with micro computers, local area networks, communications, office automation equipment, and associated software.

2. Develops, coordinates, and implements information systems for decision-makers, including educating executives and managers to effectively use automation.

3. Develops MRD IMA training programs, designing course contents and coordinating with MSC and/or District training offices to provide the training resources.
4. Responsible for records management, mail management, printing and publication management, automation COOP, and Management Information Control Officer (MICO).
5. Develops, implements and administers detailed policies on maintenance for those classes of property reserved to IMA.
6. Provides equipment maintenance for all IMA and other MRD office equipment, excluding MRD minicomputer operation. Maintains IMA equipment and software inventories.
7. Provides staff oversight and review of communications operations, policy, and requirements. Operates MRD communications systems to include special purpose terminal equipment and common user telecommunications systems. Provides direct support to the Directorate of Construction-Operations, Emergency Management Division, for provision of telecommunications operations services during time of emergency.
8. Serves as the MRD point of contact on General Services Administration leased and assigned space in regard to building maintenance, alterations, and work space allocation requirements (except for space in-leased by Real Estate).
9. Prepares and submits Information Management office furniture and equipment requirements to the Directorate of Construction Operations for annual Plant Replacement and Improvement Program regarding those items exceeding \$5,000.
10. Prepares and submits MRD office furniture and equipment requirements for annual operating budget regarding those items that are less than \$5,000.
11. Provides internal mail and message services; handles incoming and outgoing mail.
12. Provides MRD guidance and standards for layout planning, decor, and office environment, including furniture, carpet, drapery, and other furnishings.
13. Receives and processes requests for facilities maintenance in MRD, including custodial services, utility moves, and structural alterations.
14. Provides for proper receipt, distribution, storage, protection and safeguarding of all equipment, supplier, and materials prior to delivery to end users.

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15. Provides, in coordination with Real Estate Management and Disposal Division, MRD office/work space management. Allocates office and work space, and maintains records on distribution of space (amount of total space to be allocated and its utilization are responsibilities of the Directorate of Real Estate).

16. Reviews procurement of Division office supplies and equipment for impact on facilities, floor loading, utilities, and work space requirements.

17. Provides administrative vehicles for Division Office personnel.

18. Serves as the MRD Privacy Act Officer.

19. Serves as the MRD Records Administrator.

20. Serves as Publications Control Officer for MRD.

21. Manages the MRD ADP Procurement Program.

22. Provides staff supervision of the MRD Audiovisual Information Program. Manages the Division Office video teleconferencing facility.

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APPENDIX J

OFFICE OF
SECURITY AND LAW
ENFORCEMENT

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J-1

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OFFICE OF SECURITY AND LAW ENFORCEMENT

1. Advises the Commander and Missouri River Division (MRD) staff on all matters concerning security and law enforcement.
2. Provides staff guidance and assistance to the Districts in managing personnel, information, automated systems, and physical security programs.
3. Establishes Division-wide security and law enforcement programs and develops policy guidance. Issues implementing guidance for higher echelon regulations. Acts as proponent for MRD-R 190-1-1 and 380-1-2.
4. Conducts inspections and staff visits to Districts and subordinate elements; evaluates program execution and provides assistance to correct deficiencies.
5. Maintains liaison and coordination with other USACE Provost Marshals, and federal, state and local law enforcement officials as required.
6. Investigates suspected misconduct by Corps employees when directed by Commander.
7. Serves as the Acting Engineer Inspector General to receive complaints and requests for assistance throughout the Division.
8. Processes security clearances for MRD personnel and ensures required security indoctrinations, annual security briefings and required debriefings are accomplished.
9. Conducts annual Subversion and Espionage Directed Against the Army (SAEDA) orientations.
10. Supervises, administers and monitors physical security at the Division Office.
11. Coordinates intelligence and counterintelligence services with supporting Intelligence and Security Command (INSCOM) units.
12. Publishes Division Access Roster for Classified Information.
13. Coordinates security and law enforcement activities pertaining to VIP's and foreign visitors.
14. Clears foreign requests for documents and literature.
15. Serves as the Division Information Systems Security Officer.

APPENDIX K

AUDIT OFFICE

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K-2

AUDIT OFFICE

1. Exercises overall responsibility for the management, supervision, planning, and directing of the contract audit and internal review functions Division-wide.
2. Serves as regional expert and principal advisor to the Commander, Deputy Commander, Chief, HQUSACE Audit Office, District Commanders, and Division/District staffs on all matters pertaining to the development and implementation of contract audit and internal review programs Division-wide.
3. Has responsibility in regard to contract audit for:
 - a. Directly supervising and evaluating performance of all auditors assigned to the contract audit function. Provides guidance and assistance to the contract audit staff, reviews reports and performs staff visits to verify adequacy of performance.
 - b. Performing audits of all types of civil works contracts and modifications, and assisting with local financial capability decisions.
 - c. Coordinating Superfund audit coverage requirements nationwide with the HQUSACE Audit Office and all major subordinate commands (MSC's) and Districts audit office to assure adequate audit coverage for all Superfund contracts awarded by the Omaha District under the Missouri River Division (MRD) hazardous, toxic and radioactive waste (HTRW) cleanup program. Establishes and revises the audit guidelines contained in the HQUSACE and the MRD management plans for the Rapid Response and Superfund cleanup programs.
 - d. Explaining and supporting the audit report, when required, during negotiation of civil works contracts and modifications. Provides financial and auditing advice upon request.
 - e. Participating in pre-award activities of civil works cost-type contracts to ensure audit integrity is maintained, systems are adequate, and documentation is prepared. Performs periodic reviews of significant contracts to validate pre-award data and simplify the closeout audit process.
 - f. Ensuring Corps of Engineers civil works audit is cognizant of all civil works architect-engineer (A-E) and construction contractors within the geographic boundaries of the Division.
 - g. Coordinating with other Corps MSC audit offices regarding audits of all civil works A-E and construction contractors whose accounting records are kept at a financial location outside the geographic boundaries of MRD.
 - h. Implementing Office of Management and Budget Circular A-128 procedures for the civil works audits of state and local governments with the cognizant audit agency, whether federal, state, or local.

i. Reviewing the financial aspects of all cost-type contracts and negotiated contracts or modifications over \$500,000 subject to Truth in Negotiations requirements prior to execution and providing advisory services during negotiation of such contracts and modifications.

j. Providing financial advice and assistance to District Contract Review Board on contracts of \$10,000 or more.

k. Reviewing payments and procedures for administration and control of cost-reimbursable contracts and subcontracts and providing staff supervision of insurance programs under cost-plus-fixed-fee contracts.

l. Reviewing payments and procedures for control of cost-sharing contracts and modifications and providing advisory services on financial and administrative aspects of cost-sharing contracts.

4. Has responsibility in regard to internal review for:

a. Providing advice to and staff overview of the District Internal Review Offices and monitoring all their activities.

b. Performing internal reviews and issuing reports of known or suspected problem areas concerning financial effects; compliance with laws, regulations, and policies; economy and efficiency of operations; and program results to include related internal controls.

c. Performing follow-up reviews of internal and external audits within required time frames to determine the extent and effectiveness of corrective actions.

d. Reviewing District internal review programs through semiannual quality assurance visits, and issuing an evaluation report through the District Commander to the Division Commander.

e. Providing the Commander and staff professional advice concerning audit and internal review issues, evaluating the Division's implementation of the Army's Internal Management Control Program, and participating in the annual analysis of material weaknesses for the Division Commander's annual assurance statement.

f. Preparing the Division's annual audit program and quarterly updates, reviewing District annual programs and quarterly updates before transmittal to HQUSACE, and obtaining necessary information to prepare consolidated semiannual performance reports and various unscheduled reports.

g. Assuring that locally developed automated systems are adequately documented, contain sufficient internal controls, provide an audit trail, carry out management policies, conform to legal requirements, and operate efficiently and economically.

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5. Has responsibility in regard to audit compliance for:

a. Providing liaison and coordination with representatives of the General Accounting Office (GAO), DOD and DA Inspector General (IG), Army Audit Agency (AAA), and other external audit groups.

b. Advising the Commander on significant external audit issues in advance of the report being issued and disseminating audit reports received.

c. Coordinating action on external audit reports, DA audit trends items, and Corps deficiency trends letters.

d. Advising the Commander and staff concerning probable or possible material weaknesses for inclusion in the Internal Management Control Program Annual Assurance Statement.

e. Providing command liaison and monitoring audit activities of GAO and AAA, preparing entrance and exit conference memoranda, and coordinating staff replies to findings and recommendations.

f. Performing follow-up reviews to verify that deficiencies disclosed in GAO, AAA, IG, EIG, internal review and staff visit reports have been corrected. Monitoring items listed in audit/inspection checklists for potential deficiencies and audit trends, and engineer circulars to alert local command of possible problem areas.

APPENDIX L

LOGISTICS
MANAGEMENT
OFFICE

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LOGISTICS MANAGEMENT OFFICE

1. Serves as the principal advisor to the Commander and the Missouri River Division (MRD) staff on all issues pertaining to the Logistics functions of supply, maintenance, transportation, facilities, and services. Serves as MRD's single point of contact to external agencies for all policy matters relating to logistics programs.
2. Provides staff guidance and assistance to Districts in managing the logistics functions of supply, material maintenance, transportation, facilities and services.
3. Establishes Division-wide logistics programs and develops policy guidance. Issues implementing guidance for higher echelon regulations, policies and procedures applicable throughout MRD and its subordinate elements. Responsible for the Report of Survey appeals system, overseas travel authorization and changes to equipment authorization documents requiring MRD or HQUSACE approval.
4. Conducts inspections and staff visits to Districts and subordinate elements; monitors status of logistics program execution and implementation of logistics program guidance. Participates in HQUSACE directed inspections and staff visits to other Divisions and Districts.
5. Serves as the Division liaison with HQUSACE and Districts concerning the logistics functions of transportation, supply, material maintenance, and facilities.
6. Manages the career programs in the transportation, supply, and material maintenance career fields.

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APPENDIX M

DIRECTORATE OF
CONTRACTING

M-2

M-1

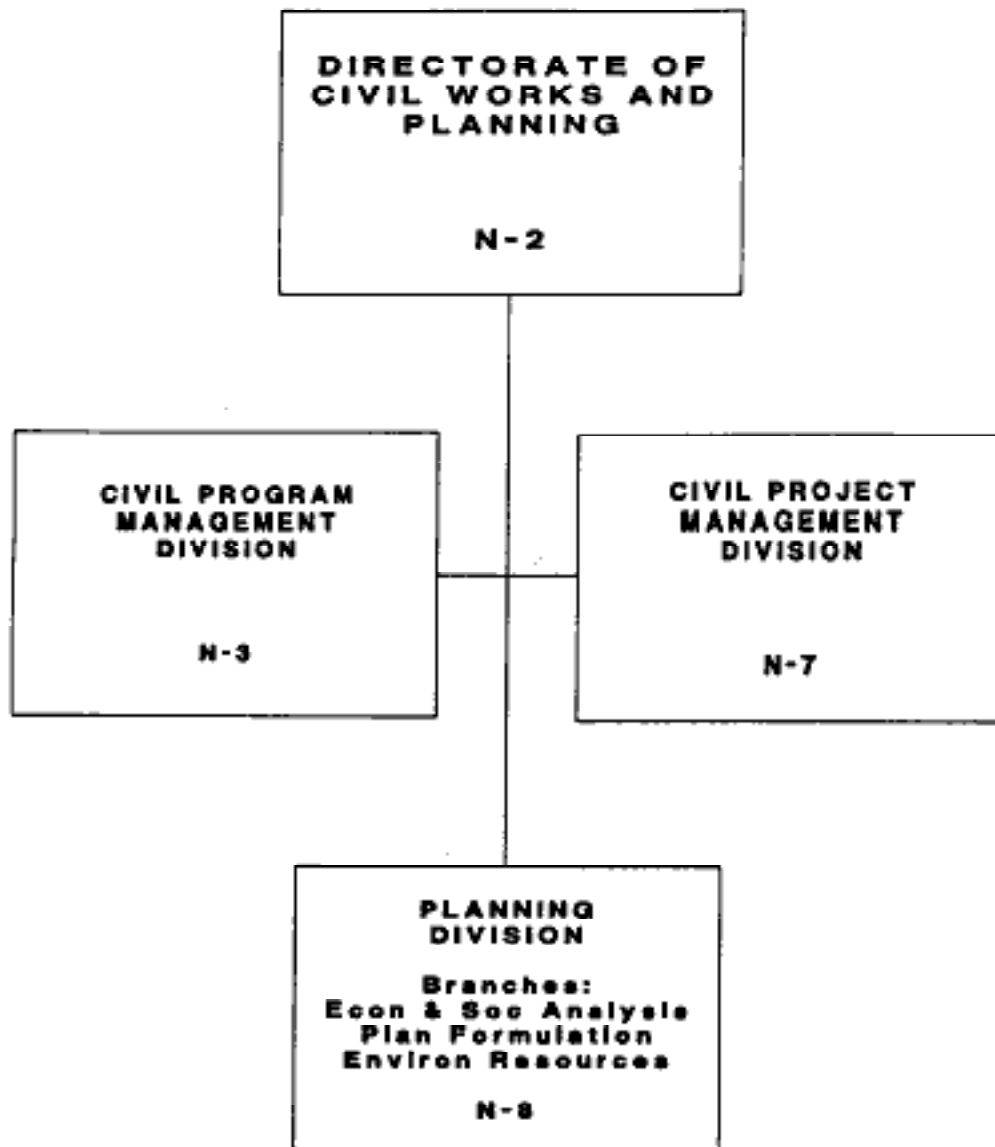
DIRECTORATE OF CONTRACTING

1. Serves as consultant and principal advisor to the Commander and other Missouri River Division (MRD) technical and supporting staff on all policy and procedural matters pertaining to the acquisition (except real property) functional area. Responsible for the MRD acquisition program which includes advance planning of an acquisition through the contracting function to the completion of services and the delivery of supplies.
2. Exercises staff surveillance over all MRD and District contracting activities guided by existing statutory and regulatory directives, and implements Corps policy statements. Reviews, in coordination with the MRD Competition Advocate, justification and approval documents for other than full and open competition actions which are forwarded to the Office of the Principal Assistant Responsible for Contracting for further approval.
3. Develops Division contracting policies and provides guidance to ensure implementation by District contracting activities.
4. Directs, manages, and supervises the maintenance of uniform contracting policies and procedures throughout MRD. Provides functional guidance to Division Office and District contracting activities.
5. Initiates, reviews, recommends and/or approves, as appropriate, actions pertaining to contracting activities originating at Division, District, or higher level authority.
6. Manages the Defense Materials and Defense Priorities System operated by the Division Office and subordinate elements.
7. Makes annual, and more often if necessary, acquisition management reviews of both Districts; evaluates procedures related to contracting activities and initiates corrective action where indicated. Furnishes guidance and assistance in establishing procedures in compliance with current laws, regulations, and policies.
8. Acts as principal acquisition advisor on small and disadvantaged business utilization (SADBU) programs at the Division level and assists Division Office and District operational personnel in achieving program goals in compliance with public law. Acts as principal point of contact for regional offices of the Small Business Administration, business associations, firms, and individuals seeking information and guidance on doing business with the Federal Government.
9. Reviews nominations of contracting officers to assure necessary qualifications and recommends appointment, additional training, or disapproval to the Commander.
10. Manages the Contracting Career Program and acts as counselor for individuals in the contracting professional series.

11. Maintains a certificate of appointment as contracting officer for the Division with unlimited authority to contract for all types of acquisitions on behalf of the United States.

12. Serves as the MRD Alternate Army Power Procurement Officer's representative with delegated authority to approve utility service contracts and modifications.

APPENDIX N



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DIRECTORATE OF CIVIL WORKS AND PLANNING

1. Advises the Commander and staff on all civil works planning and programs and project management.
2. Oversees management of Continuing Authorities Program to ensure achievement of program objectives and compliance with policy and guidance.
3. Monitors, analyzes, and interprets legislation, guidance, and policy on the overall Civil Works Program. Advises Commander and staff concerning policy and legislation affecting civil works activities, and coordinates civil works planning with other agencies.
4. Ensures policy guidance and technical support are provided to Districts on all civil works activities and programs.
5. Oversees and ensures proper prosecution and direction of a comprehensive water resources planning and development program within the Missouri River Division (MRD).
6. Maintains liaison with congressional and gubernatorial staffs, and Federal, State and regional agency staffs involved in the Civil Works Program.
7. Exercises principal staff responsibility for civil works program and project management, implementation, schedules and costs. Manages the civil works USACE project management system within MRD, provides overview of work performed in the Districts concerning civil works projects, and monitors program execution.
8. Is responsible for overall management and for policy interpretation and dissemination regarding the Support for Others Program.
9. Is responsible for review and analysis of schedule and cost issues related to civil works products, and monitoring overall execution of technical and management reviews at the Division, HQUSACE, Assistant Secretary of the Army for Civil Works (ASA(CW)), Office of Management and Budget (OMB), and congressional levels.
10. Oversees development of the total major subordinate command (MSC) civil works annual and multi-year programs based on input from the Districts and other functional elements. Supports the civil works programming process by providing input to annual project and programs budget, including all applicable information to accommodate preparation of the President's budget.
11. Supervises the development, implementation, monitoring, and maintenance of civil works data bases and automated systems required to support program submission, manpower analysis, work allowances, project management in the Districts, and program monitoring/upward reporting.

12. Chairs the Division Civil Works Project Review Board (PRB).
13. Assures coordinated development, review, and appropriate approval of Project Cooperation Agreements (including Feasibility Cost Sharing Agreements), Memorandums of Understanding or other project agreements requiring partner, Division Office, or higher headquarters approval.
14. Interprets civil budget directives, disseminates and implements policy and procedural guidance, and coordinates same with other directorates and staff offices.
15. Monitors civil works program execution, approving within authority, or recommending approval by higher authority, project or program changes and reprogramming to meet requirements and improve performance.
16. Exercises responsibility for analysis of District and MRD civil workload; develops and coordinates manpower requirements with functional chiefs. In coordination with Directorate of Resource Management, provides recommendations to the Commander on manpower distribution in accordance with project/program performance and needs.
17. Receives, interprets, disseminates, and directs the implementation of civil works programming and project management guidance, directives, and correspondence from higher headquarters.
18. Leads the review and update of the Missouri River Master Water Control Manual.

CIVIL PROGRAM MANAGEMENT DIVISION

1. Is responsible for development of the Civil Works Program.
 - a. Interprets, disseminates, and implements budgetary and programming policy and procedural guidance for development of all current and future years' civil works programs. Integrates requirements of functional managers; reviews, analyzes, recommends, and effects changes as necessary. Monitors program execution and coordinates necessary revisions through reprogramming actions.
 - b. Reviews and processes Study Cost Estimates (PB-6), Pre-construction Engineering and Design Estimates (PEDE), and Project Cost Estimates (PB-3); analyzes and justifies changes from prior estimates.
 - c. Reports current planning, design, construction, and operation and maintenance schedules; initiates changes for compliance with programs policy and guidance; reviews funding schedules based on execution schedules; and analyzes changes from prior schedules.
 - d. Reviews alternative program levels of effort for studies and projects, based on established planning, design, construction, operation, and maintenance priorities, and adjusts District multi-year programs in accordance with fiscal year ceilings established by HQUSACE in coordination with Districts and MRD technical elements.

e. Reviews new starts recommendations for studies, planning, and construction in accordance with eligibility, selection, and prioritization criteria.

f. Analyzes, validates, consolidates, and submits realistic planning, design, construction, operation and maintenance funding capabilities, and overall District funding capability by program.

2. Responsible for presentation and defense of the annual and multi-year Civil Works Program.

a. Analyzes and validates planning, design, construction, and operation and maintenance justifications, program data sheets, and other data and analyses used to support program submissions to HQUSACE, ASA(CW), OMB, and the Congress.

b. Exercises staff supervision over preparation and assembly of all data necessary for briefing the Director and the Commander, preparatory to testimony before the House and Senate Appropriations Subcommittees on Energy and Water Development in support of budget estimates. Prepares Commander's testimony, participates as a witness with the Commander at hearings, reviews and edits hearing transcripts for accuracy, prepares and includes inserts as requested by the subcommittees.

c. Compiles data on design, cost, program changes, trends, and similar matters regarding the Civil Works Program for response to requests arising in the review and defense process.

3. Participates in achieving efficient execution of the current year Civil Works Program.

a. Monitors and manages budgetary changes throughout the year, appropriately reprogramming to facilitate overall execution of the Civil Works Program.

b. Allocates overall savings and slippage funding reductions to Districts. Recommends savings and slippage funding reductions to specific studies and projects.

c. Reviews and endorses the Current Year Program Schedules for accomplishment of project activities in conformance with authorized, approved, and funded work, including subsequent changes, and analyzes and validates obligation and expenditure schedules by month for program execution.

d. Monitors program progress, evaluates performance, determines causes for deviations from schedules and budgets, and in coordination with appropriate staff, initiates program changes and funding adjustments. Reviews and endorses District requests for additional authority or funds when required.

4. Analyzes the civil works workload and compiles estimates of manpower requirements.

a. Correlates and analyzes civil works program funds, work and work schedules, capital plant, existing manpower and organizational configurations, and contracting levels to evaluate, in accordance with guidance from higher authority, the workload and associated manpower requirements by function and organization.

b. Provides guidance to Districts on development of force configuration (FORCON) data comprising actual and/or projected manpower requirements by function, organization, and appropriation; reviews and analyzes District FORCON data submissions, ensures data are compatible with the President's budget request and/or congressional appropriations or allocations, reflects policies and objectives of higher authority, and are consistent with approved work schedules; facilitates MRD staff review and incorporates Division Office portion of FORCON; and coordinates all required changes in FORCON data with affected Districts in developing composite MSC FORCON data for submission to HQUSACE.

c. Submits MRD FORCON data to HQUSACE as justification for the HQUSACE initial and midyear manpower request, defends data against HQUSACE critique, and coordinates required changes in such data with HQUSACE and affected Districts.

d. Recommends civil manpower allocations by function and organization based on analyses of program and its workload by type and volume.

e. Monitors and analyzes actual manpower utilization in Division Office and Districts by use of various means, including Project and Resource Information System for Management (PRISM) Functional Breakout and other automated reports; determines whether the actual manpower strength and distribution are still advisable. Recommends to the Director, in coordination with the Directorate of Resource Management, adjustments in manpower strength and distribution.

5. Interprets and determines impact of all pertinent legislation, programming and budgeting guidance and regulations, annual programming criteria, and other directives provided by higher authority, giving full consideration to consistency with administration policy. Develops and provides local program direction and guidance to Districts and Division Office elements contributing to the development, defense, and execution of the Civil Works Program.

6. Reviews planning, engineering, and real estate reports relevant to each study or project; determines adequacy of current programming guidance. Reviews schedules and cost estimates for completeness, proper feature accounting, and adequate justification of changes.

7. Reviews public laws and congressional committee reports and determines District compliance with legislation, congressional intentions, and administration policy.

8. Participates in mobilization exercises, and prepares and updates applicable portions of mobilization plans and associated mobilization table of distribution and allowances (MOBTDA). Reviews mobilization category classification of each ongoing or completed civil works study or project at least annually. In the event of mobilization, evaluates justification material for support of supplemental budget requests, recisions, and deferrals.

9. Reviews, in coordination with Districts and appropriate MRD staff, all active, deferred, and inactive studies and projects, and recommends reclassification as appropriate.

10. Develops or directs special analyses and data for response to communications from non-federal agencies, local interests, news media, general public, members of Congress, Department of Defense, and other government agencies; provides information about study and project justification, consequences of program changes, funding capabilities, and other program matters.

11. Reviews each District's portion of the Annual Report of the Chief of Engineers on Civil Works Activities and provides annual update of report.

12. Serves as proponent of the PRISM and other management information systems for civil works programming. Participates in the PRISM user group meetings as a committee member and acts as MRD PRISM coordinator; assists in establishing goals and plans for utilizing PRISM in support of the management process and resource decisions. Coordinates between HQUSACE Directorate of Civil Works (Programs Division), MRD, and District staffs on periodic submittal of PRISM reports used to monitor FORCON data.

13. Reviews monthly project management reports for compliance with budgetary data and congressional testimony.

14. Reviews congressional correspondence pertaining to civil works, and assures responsiveness under current conditions and budgetary considerations; maintains a reference file of all congressional correspondence dispatched or received by MRD.

CIVIL PROJECT MANAGEMENT DIVISION

1. Reviews civil project documents for soundness of proposed schedules, completeness of estimates, accuracy and completeness of cost changes, compliance with legislative authority, current policy, and other similar items.

2. Provides support to the Director, Civil Works and Planning, in conducting PRB meetings. Prepares minutes and the Commander's Executive Summary of the Civil Works PRB meeting; transmits required reports and the Executive Summary to HQUSACE. Reviews, coordinates, and obtains MRD PRB approval of project cost estimate and schedule changes requiring approval beyond the District level. Submits recommendations for approvals to higher headquarters for schedule or cost changes as required.

3. Supports Districts in their delivery of projects by facilitating project products (reports, memorandums, plans, and specifications) through the Division Office, HQUSACE, the Washington Level Review Center (WLRC), ASA(CW), OMB, and Congress. Provides project-specific analysis and feedback to the Districts, coordinating resolution of project issues with the various functional elements within the Division Office and higher headquarters.

4. Provides support for coordinating development, review, and appropriate approval of Project Cooperation Agreements, Feasibility Cost Sharing Agreements, Memorandums of Understanding and other project agreements requiring partner, MSC, or higher level approval.
5. Provides MSC-level management overview for all phases of civil works projects being executed by the Districts (planning, engineering, construction, and O&M).
6. Ensures participation by appropriate MRD offices in all actions being taken during the continuing phases of all civil works projects and takes the initiative in planning, monitoring, and integrating those activities.
7. Performs non-technical field inspections of construction projects.
8. Attends and participates in reconnaissance review, feasibility review, design review, pre-construction, and construction conferences; assures legislative and policy requirements and MRD directives regarding sound project management are incorporated in project execution; and opportunities to execute ahead of schedule and under budget are identified and pursued.
9. Participates in studies to determine the impact of changing workload on Division Office and District organizational structures and staffing requirements, recommending actions to be taken as a result of the studies. Conducts periodic review of District civil project management (PM) execution.
10. Reviews project documents for soundness of proposed schedule; completeness of cost estimate; accuracy and completeness of cost changes; and compliance with legislative authority, current policy, and other similar items. Reviews and makes recommendations on all civil works project schedule or cost change requests.
11. Coordinates with HQUSACE, the WLRC, ASA(CW), and federal, state and regional agencies regarding review and approval of civil works products and packages. Acts as the Division Office PM point of contact in communicating with HQUSACE and District civil works project management elements, other agencies and interests.
12. Reviews Support for Others proposals for conformance with policy and coordinates the review and approval process.

PLANNING DIVISION

1. Advises the Director of Civil Works and Planning, MRD staff, and provides staff direction on all planning matters to include policy and legislation affecting those activities.
2. Prosecutes and directs a comprehensive water resources planning and development program for MRD.

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3. Prosecutes and directs a comprehensive program for plan formulation, economic, social, and environmental resources for MRD military and civil works customers.
4. Supervises MRD activities in flood plain management (FPM) to include management and monitoring of FPM funds, reviews District FPM and flood insurance reports, and prepare Commander's action; advises Districts on policy matters related to the FPM programs.
5. Provides policy guidance and technical Support to the Districts on all civil works planning activities and programs.
6. Supervises MRD participation in comprehensive basin planning studies.
7. Develops procedures and arranges for participation with other federal and state agencies in the conduct of civil works programs.
8. Ensures MRD compliance with the Environmental Policy Act of 1969 and other environmental, historic properties, and recreational mandates.
9. Ensures adequate technical review of all reconnaissance reports, feasibility reports, master plans, water supply contracts, environmental documents, and special reports dealing with economics, environment and plan formulation.
10. Oversees the management of the Continuing Authorities Program to achieve program objectives, maintains program status, and provides staff supervision on review of all studies and projects in the program.
11. Participates in broad regional studies under the general guidelines of river basin commissions established pursuant to the Water Resources Planning Act and of regional commissions established under the Economic Development Act.
12. Develops requirements and serves as activity director for funds provided to the Corps for River Basin Commission studies.
13. Maintains liaison with state and regional planning agencies to provide MRD with necessary channels of communication pertaining to their planning needs.
14. Coordinates budgeting and programming data in support of civil works appropriation hearings.
15. Ensures staff review and coordination of Project Cooperation Agreements for construction projects implemented under provisions of PL 99-662.
16. Serves as a member of the Civil Works Project Review Board.
17. Represents Directorate on national task forces as required.

ECONOMIC AND SOCIAL ANALYSIS BRANCH

1. Serves as the regional center of economic and social analysis expertise for MRD on all civil works projects and programs.
2. Manages, accomplishes or participates in comprehensive socioeconomic studies of regional and national scope, particularly where interagency efforts are required within the Missouri River basin and/or adjacent basins.
3. Exercises staff responsibility over technical review of District activities in the conduct of complex socioeconomic studies.
4. Provides technical review and staff direction of economic, financial, institutional, and social aspects of civil works activities.
5. Provides technical direction, guidance, and review and, in certain cases, performs cost allocation studies and repayment determinations.
6. Provides guidance for preparation of and reviews District submittal of economic data for budget testimony.
7. Provides guidance and technical assistance to Districts assessing marina and concession investment viability.
8. Studies, evaluates, and develops economic and social analytical techniques for application to Corps civil works programs and projects.
9. Serves as regional representative to Emergency Management Team (Military Liaison Group) for MRD Federal Emergency Management Agency (FEMA) regions.
10. Reviews and evaluates civil works planning documents and reports enroute to Washington-level review and congressional authorization.
11. Serves as a task force member and participates in national-level studies as requested by HQUSACE.
12. Responsible for Missouri River main stem reservoir system cost allocation and federal repayment methodology and analysis.
13. Provides guidance, technical review, and coordinates water supply contracts within MRD.
14. Provides guidance and technical overview and review of risk assessment regarding MRD civil works projects and programs.

PLAN FORMULATION BRANCH

1. Exercises staff supervision over review of District activities pertaining to pre-authorization and post-authorization civil works planning studies.
2. Determines appropriate study authorities and assigns pre-authorization studies to District Offices.
3. Maintains MRD milestone schedules and prepares required quarterly reports on the General Investigations, Continuing Authorities, and Study and Project Deauthorization Programs.
4. Executes Continuing Authorities Program requirements, including providing a program coordinator; maintaining status on studies and projects; and initiating necessary actions to achieve program objectives.
5. Provides guidance, reviews, and coordinates Continuing Authorities Program reports (Initial Assessment Report, Reconnaissance Report, and Detailed Project Report) for authorities assigned under the management responsibility of HQUSACE Directorate of Civil Works (Policy and Planning Division).
6. Prepares draft study resolutions for pre-authorization studies, reviews other appropriate resolutions for study authorizations, and assigns pre-authorization studies to Districts after study resolutions have been passed by congressional committees.
7. Reviews feasibility study cost sharing agreements.
8. Assists in the development of requirements and management of funding for planning and coordination studies.
9. Reviews Project Cooperation Agreements for all civil works construction projects.
10. Provides policy and procedural guidance, and reviews reports for pre-authorization and pre-construction engineering and design.
11. Prepares public notices on General Investigations and Continuing Authorities Program report findings; coordinates with HQUSACE and WLRC as required.
12. Participates in plan formulation associated with studies conducted by MRD.
13. Reviews plan formulation and coordinates Planning Division's responsibilities for review of design memoranda.
14. Assists District Offices in interpretation and implementation of HQUSACE guidance on plan formulation policies and procedures.

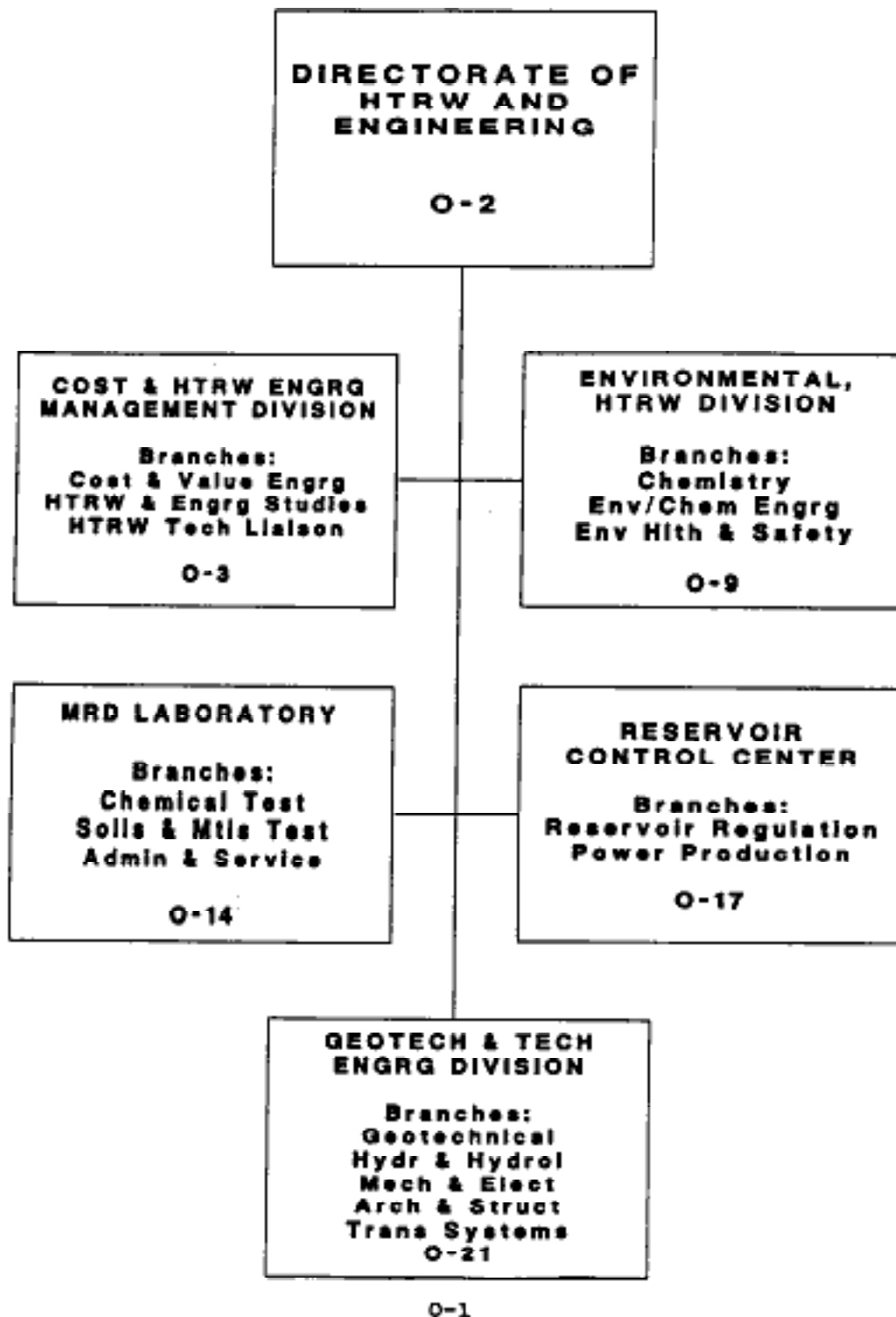
15. Maintains an up-to-date reference file of HQUSACE directives pertaining to planning studies, and acts as liaison with HQUSACE on plan formulation policy issues.
16. Assists in preparing and coordinating state pamphlets on water resources development.
17. Serves as Corps adviser to FEMA's Regional Response Team, Interagency Hazard Mitigation Team, and Regional Catastrophic Earthquake Response Team for Federal Regions VII and VIII.
18. Provides staff direction, guidance, and review of FPM/flood insurance reports and studies.
19. Provides guidance, funding allocation, and coordination for the Planning Assistance to States (PAS) Program.
20. Provides analysis and development of new procedures and techniques for civil works planning studies and projects.

ENVIRONMENTAL RESOURCES BRANCH

1. Exercises technical staff supervision over District activities pertaining to environmental aspects of the MRD mission.
2. Establishes guidelines and criteria for analyzing and formulating plans for recreation, fish and wildlife conservation, preservation of scenic, scientific, aesthetic, historical, and archeological resources, soils and forest management, reclamation, landscaping and environmental beautification, and environmental impact assessments of such plans.
3. Participates in formulation of plans designed to achieve federal environmental objectives and reviews environmental compliance documents, threatened and endangered species recovery plans, listings and proposals, historic properties activities and reports, and 404 permit actions for all civil works activities.
4. Provides review and technical guidance in the preparation of pre-authorization reports, design memorandums, plans and specifications, and environmental documents.
5. Conducts environmental studies, participates in the plan formulation process, and reviews and processes environmental compliance documents associated with studies conducted by MRD.
6. Assists Districts with budget development regarding environmental, recreational, and historic properties studies. Participates in budgetary reviews and support of District historic properties programs in the operations and maintenance budget process.
7. Provides staff coordination with federal, state and local environmental agencies and conservation organizations on plans for and uses of natural, historic, and recreational resources.

8. Designs, conducts, and coordinates special studies and research programs in cooperation with academic institutions and others on development and improvement of planning methods and appraising measures for preserving and utilizing natural, historic and cultural resources.
9. Provides guidance, reviews, and recommends approval/disapproval of District project master plans and related documents (including master plan updates).
10. Establishes criteria for, and oversees District use in, determining project resource use objectives as a basis for recreation, cultural, and natural resources plan formulation and project management.
11. Assists military facilities in preparation and review of environmental compliance activities and reports, including National Environmental Protection Act (NEPA) documents, historic properties reports, and threatened and endangered species coordination.
12. Provides guidance and review of District plans and methods for participation in the North American Waterfowl Management Plan (NAWMP) and participates in internal and interagency coordination of NAWMP issues.
13. Develops and coordinates MRD environmental compliance and environmental initiatives programs.
14. Exercises responsibility for all MRD compliance with Endangered Species Act requirements. Develops policies and procedures for implementation of the act in MRD.

APPENDIX O



DIRECTORATE OF HTRW AND ENGINEERING

1. Serves as principal advisor to the Commander for the engineering aspects of all designs, study proposals, public inquiries, cost estimating, and congressional inquiries in connection with program management, planning, design, construction, and operation missions of Missouri River Division (MRD) involving civil works, hazardous, toxic and radioactive waste (HTRW), and military construction.
2. Provides staff supervision of technical engineering functions performed in the District Offices, including the various designated technical centers of expertise throughout the Division.
3. Serves as a member of the HTRW, Civil Works and Military Project Review Boards.
4. Provides assistance to HQUSACE on technical issues resolution, committee participation, and general information exchange at headquarters level of other federal agencies, including regulatory agencies; e.g., Environmental Protection Agency. Interacts directly with subordinate organizations of other Federal agencies, including regulators, on resolution of program and project technical issues and general technical information exchange.
5. Serves as primary advisor to the Commander concerning HTRW Mandatory Center of Expertise (MCX) responsibilities; as Design Program Manager, manages and coordinates design activities within MRD.
6. Provides engineering and feasibility data and advises the Commander in connection with the presentation of budget justification before the House and Senate Appropriation Subcommittees on Public Works.
7. Provides engineering data and assists in reprogramming actions necessary for execution of the civil works budget.
8. Reviews the selection of architect-engineers (A-E's) and recommends award of A-E contracts that are within major subordinate command (MSC) approval authority.
9. Reviews and approves A-E performance, except those warranting an unsatisfactory rating.
10. Approves design memoranda, military designs, plans and specifications, periodic inspection reports, and reservoir regulation manuals not requiring approval of higher authority.
11. Exercises responsibility for analysis of District and MRD engineering workload; develops and coordinates manpower requirements with functional chiefs. In coordination with Directorate of Resource Management, provides recommendations to the Commander on manpower distribution in accordance with project/program performance and needs.

12. Assures coordinated development, review, and appropriate approval of Memorandums of Understanding or other HTRW MCX agreements requiring customer, Division Office, or higher headquarters approval.

13. Is responsible for regulation of Missouri River reservoirs.

14. Serves as the Research and Development Coordinator in MRD for all research activities.

15. Serves as MRD Engineer and Scientist Career Program Manager.

COST AND HTRW ENGINEERING MANAGEMENT DIVISION

1. Is responsible for staff supervision and providing guidance and assistance on technical matters pertaining to cost engineering, cost estimation, value engineering, security engineering, and miscellaneous general engineering functions not covered in other divisions, for civil works, military, and HTRW projects in MRD. Assures adequacy of design, compliance with policies and regulations, and accomplishment of overall objectives.

2. Serves as principal advisor to the Director, HTRW and Engineering, for all cost, general, HTRW MCX program management and technical liaison activities pertaining to the Division's HTRW, military and civil works programs, and those activities attendant to the USACE HTRW MCX responsibilities.

3. Initiates, develops and recommends policy for implementation and compliance by HTRW design Districts; serves as liaison and primary point of contact for assuring compliance with procedures established by higher headquarters which implement the Interagency Agreement between EPA and Corps of Engineers, and for support to DOD in the Defense Environmental Restoration Program (DERP).

4. Serves as a senior contact with Corps MSC's and Districts, HQUSACE, Office of the Chief of Engineers, Departments of Army, Navy and Air Force, EPA and its regional offices, Department of Energy (DOE), and state/local regulatory agencies on technical activities during investigation, design and construction phases of HTRW projects.

5. Participates in the development and review of national programmatic acquisition plans involving HTRW.

6. Exercises responsibility for engineering technical management of all civil works projects in the construction general and operations and maintenance programs, including overall development, coordination and processing of technical products, and product quality. Coordinates the Directorate's interface with civil works program management elements and coordinates the disciplines within the Directorate on resolution of technical issues in development of the projects.

7. Monitors the review of A-E selection submittals; assures that selection boards obtain complete information from prospective firms and they are in compliance with current Engineering Federal Acquisition Regulations.

8. Is responsible for MRD technical review and certification of DD Forms 1391 for all military construction, Army (MCA) and family housing projects that will be forwarded from Army major commands to the Assistant Chief of Staff (Installation Management) for installations within MRD boundaries.

9. Provides management, coordination, and monitoring of the technical review and oversight responsibilities of the Directorate for all HTRW pre-design documents, HTRW, military, and civil works project plans, specifications, design analysis, cost estimates, and contract modifications.

COST AND VALUE ENGINEERING BRANCH

1. Exercises staff supervision and responsibility for planning, implementing, reviewing and ensuring performance of cost and value engineering; formulates and reviews guidance and related technical aspects of engineering pre-design/design activities conducted by the HTRW MCX and design Districts under the Superfund, DOE and DERP programs as well as other cost and value engineering activities undertaken by Division office elements under military and civil works mission assignments.

2. Serves as the technical advisor for cost engineering issues to USACE elements, consultants and other governmental agencies involved in HTRW design and construction activities.

3. Performs all cost reviews of feasibility studies, proposals, design memoranda, military designs and studies, DD Forms 1391, cost estimates and O&M manuals submitted by HTRW design Districts and Division elements; prepares recommendations and provides appropriate guidance and assistance.

4. Plans, organizes, and directs the MRD Value Engineering Program in accordance with current policies and regulations.

5. Develops value engineering policies and provides guidance for application of value engineering to the nation-wide HTRW programs and provides training for same.

6. Provides oversight and coordination of the HTRW design District's value engineering efforts. Performs mandatory review of all value engineering studies prepared by HTRW design Districts; ensures the studies are prepared in accordance with current guidance and policy.

7. Reviews construction cost estimates at various planning, pre-design, design, and modification stages; assures technical adequacy regarding quantities, pricing and format for the nation-wide HTRW program, and the Division's military and civil works projects. Pursues resolution with the Districts on projects with funding problems as evidenced by the current working estimate being greater than the programmed amount of available funds. Implements HQUSACE and MRD policies regarding cost engineering.

8. Reviews and furnishes a recommended decision to the Division Commander on revised government estimates that are not within the District Commander's delegated authority.
9. Serves as the USACE central collection and repository for HTRW historical cost data. Provides current and historical cost data to Division personnel for design and value engineering studies.
10. Reviews and monitors the Districts' project estimates (PB-3's) and annual civil works construction and O&M budgets for compliance with funding and budgetary guidelines.
11. Manages MRD's responsibilities for DD Form 1391 review process and furnishes recommended decision to the Division Commander on appropriate actions to be taken on each DD Form 1391.
12. Reviews and processes all District requests for A-E selection involving civil works, military and HTRW programs. Recommends appropriate action for those within the Division Commander's approval authority. Makes appropriate recommendations on those forwarded to HQUSACE for approval.
13. Monitors the A-E performance evaluation program. Reviews and processes quarterly A-E performance evaluation reports and data input to North Pacific Division's A-E Contract Administration Support System (ACASS) database.
14. Develops estimating tools and guidance for application on nation-wide HTRW programs as requested by HQUSACE.
15. Serves as the USACE technical proponent for training of HTRW cost engineering personnel. Recommends course needs and provides appropriate instructors in support of the Huntsville Division (HND) training management activities.
16. Manages the review for the Directorate and provides recommendations concerning formulation of budget priorities for the civil works construction and O&M programs and reviews budget justification data for presentation before the Appropriations Subcommittees.
17. Provides technical liaison with District Offices for engineering issues associated with the MRD Civil Works Program. Maintains current status knowledge of major civil works pre-design/design projects within the Division's boundaries and acts as the single point of contact between the Districts and MRD on technical matters.
18. Monitors District programs for periodic inspections of civil works projects. Coordinates the non-Federal Dam Safety Program within MRD.

HTRW AND ENGINEERING STUDIES BRANCH

1. Assists HQUSACE in assessing Corps HTRW program management across field offices with respect to ensuring that execution is efficient, effective and all necessary execution tools are in place and properly utilized; includes problem identification and resolution. Assists HQUSACE in developing and drafting execution policy based on HTRW MCX interaction with field offices and review of technical products.
2. Assists HQUSACE in managing the decentralization of HTRW work across the Corps and in evaluating capability and capacity at field offices recommended for work assignments. Participates in updating capability assessments to reflect execution and business activities.
3. Assists HQUSACE in developing USACE strategic plan for HTRW outyear planning, programming and execution, and in assessing capabilities of other Federal agents.
4. Conducts special studies and analyses as requested by and on behalf of USACE, pertaining to enhanced execution abilities, increased mission capability, and resolution of significant HTRW issues.
5. Performs an Executive Management role for certain national customers in development of interagency MOU's/MOA's prior to assignment of work to executing MSC's. Provides those customers single points of contact with the Corps and takes action on their behalf to ensure expectations are met regarding execution and quality of the delivered service.
6. Performs EPA interagency agreement (IAG) reviews regarding compliance with the national IAG and conformity to USACE requirements and prerogatives. Provides special review emphasis to those cases where USACE accomplishes remedial action based on another agent's design; assures IAG's properly address the USACE contracting officer's responsibility to award enforceable and effective contracts.
7. Assists HQUSACE in developing measures of merit to evaluate success of HTRW execution similar to the measures used to evaluate the military construction (MILCON) effort.
8. Acts as Corps focal point with certain national organizations associated with HTRW execution; e.g., the Hazardous Waste Action Coalition (HWAC), and the execution arms of other federal agents, such as the Air Force Center for Environmental Excellence (AFCEE).
9. Assists HQUSACE in developing annual work plans for HQUSACE and Corps field offices. Applies capability assessment findings and interfaces with field offices and customers to ascertain potential for future work and the relative capability of Corps Districts to successfully execute. Serves as advocate for staff adjustments and increased availability of execution tools such as specialty contracts, innovative planning measures, teaming, etc.

10. Provides oversight of all DERP-FUDS potentially responsible party (PRP) agreements for program consistency and execution. Assists HQUSACE in the management and conduct of PRP negotiations. Provides support to USACE commands and HTRW design Districts on all PRP related matters, both under DERP and Army civil works. Serves as Corps-wide point of contact for the PRP Program.

11. Serves as the USACE technical proponent for training of HTRW program managers. Recommend course needs, course content and provides instructors as required.

12. Is responsible for preparation and management of the annual HTRW MCX management and support budget. Provides all backup justification to support budget request, including workload analysis.

13. Participates in or accomplishes specialized resource utilization studies in the areas of engineering manpower and budget, and unique directorate studies.

14. Manages the Mandatory Technical Center of Expertise for Protective Design Program which provides technical design services and advisory assistance to Corps MSC's and Districts, develops new and revised design criteria for hardened and conventional structures, and provides for the design of physical security features of Army facilities world-wide. Assures state-of-the-art technical expertise in this field is maintained. Coordinates Corps activities in the protective design field and supports HQUSACE as the point of contact for protective design expertise.

15. Plans, directs and manages, as functional proponent, the development, implementation, maintenance, and security of automated systems for the purposes of administering and managing the civil, military, and HTRW programs, along with systems which support engineering resource management requirements.

HTRW TECHNICAL LIAISON BRANCH

1. Provides technical liaison with all Corps HTRW design Districts and parent MSC's associated with the Corps of Engineers HTRW Program involving the nation-wide DERP, Superfund Program and Support for Others. Plans, manages, and coordinates technical reviews by the HTRW MCX of all HTRW design District inventory project reports (INPRs), acquisition plans, scopes of work, pre-design and design document reviews.

2. Maintains current status knowledge of all major and controversial HTRW pre-design/design projects and acts as the single point of contact between design District/geographic MSC and the HTRW MCX on all HTRW technical matters. Participates in HTRW PRB meetings as appropriate.

3. Coordinates and disseminates expert advice and assistance on HTRW technical policies, lessons learned, and criteria to assure compliance by HTRW design Districts and/or geographic MSC's.

4. Coordinates the resolution of and/or elevates technical differences of opinion between HTRW MCX, HTRW design District, and geographic MSC.
5. Maintains knowledge of and performs selected site visits to major HTRW projects under construction; submits lessons learned to design Districts based on observed and/or reported design deficiencies in coordination with HTRW MCX technical staff.
6. Obtains and maintains knowledge of staff capabilities and assists HQUSACE in reviewing HTRW design Districts' technical and management capabilities/staffing. Works with the HTRW design District and geographic MSC to develop a plan and schedule to eliminate identified technical weaknesses. Keeps design Districts informed of HTRW MCX capabilities. Provides input to HTRW brochures.
7. Serves as USACE technical proponent for training of HTRW technical managers. Recommends course needs, course content, and provides instructors, as required.
8. Coordinates development of guidance documents and technology transfer information related to HTRW.
9. Manages and coordinates the technical review and oversight responsibilities of the Directorate for all HTRW pre-design reports, HTRW, military, and civil works project plans, specifications and design analysis. Coordinates these reviews with other agencies, MSC's and Districts, and other offices within the Missouri River Division and HTRW MCX. Assesses all technical review comments and assures a consistent and unified MRD or MCX position with respect to cost savings and avoiding design deficiencies. Based on reviews and analyses, prepares the Directorate's recommendation of action to be taken.
10. Represents the MCX and assists the HTRW design District and geographic MSC at meetings where necessary to resolve controversial technical issues.
11. Coordinates activities related to the Defense Priority Model (DPM) and represents the HTRW MCX on the DOD DPM technical advisory group.
12. Manages the EPA Superfund surveying, photogrammetry, mapping, and Geographic Information Systems (GIS) Program; provides EPA regional offices and laboratories with technical, administrative, and quality control assurance support for all surveying and mapping projects requested by EPA; provides technical assistance in understanding the capabilities of remote sensing and GIS as it applies to EPA Superfund sites. Assures that state-of-the-art technical expertise in this field is maintained.

ENVIRONMENTAL, HTRW DIVISION

1. Provides technical guidance, review and assistance for all matters pertaining to chemistry, occupational/environmental health and safety, health physics, risk assessment, environmental regulations and innovative technologies for the cleanup of hazardous waste sites.
2. Serves as advisor to the Director, HTRW and Engineering, for the technical aspects of HTRW pre-design/design activities and other environmental issues related to military programs and projects, and civil works projects.
3. Administers and manages the USACE HTRW Lessons Learned Program on a nation-wide basis. Facilitates the exchange of lessons learned among multi-disciplinary USACE elements with execution responsibilities in the HTRW arena. Extends lessons learned to non-USACE elements and provides training to potential users of the program.
4. Exercises nation-wide responsibility to support increasing the use of innovative technologies on HTRW projects administered by USACE. Provides information and technical assistance to HTRW design Districts on available innovative technologies. Monitors USACE HTRW projects and consults with executing personnel on appropriately considering innovative technologies. Interfaces with both USACE and non-USACE personnel on technical transfer between Government agencies and private entities.
5. Initiates, develops, and reviews environmental health and safety policy directions for implementation and compliance by the HTRW design Districts.
6. Provides support and directs internal new Division activities relating to innovative technology, technology transfer, and technical applications of environmental regulations.
7. Exercises Corps-wide responsibility for oversight of HTRW chemical data quality management activities in accordance with ER 1110-1-263. Provides for validation of commercial laboratories as well as MSC laboratory validations and general technical assistance to MSC laboratories in accomplishment of their HTRW mission.
8. Provides support for development of formal and informal training for USACE personnel. Serves as a member of the HTRW Training Policy Committee for environmental programs. Recommends new courses, assists in their development, monitors quality, and provides instructors.
9. Supports USACE Research Program for HTRW. Identifies needs for research funding, provides technical monitors for ongoing projects, and participates in USACE Research User Review meetings.
10. Provides expert environmental regulatory advice and consultation to all Corps offices; serves as a technical consultant nation-wide for environmental regulatory issues.

11. Develops, in coordination with Office of Counsel, environmental regulatory guidance and policy that is in concert with Federal environmental laws and regulations.

CHEMISTRY BRANCH

1. Exercises staff supervision and responsibility for planning, implementing, reviewing and ensuring performance of chemical data quality management (CDQM). Formulates and reviews guidance, and also reviews related technical aspects of investigation pre-design/design activities conducted by the HTRW MCX and selected design Districts under the Superfund, DOE, and Defense Environmental Restoration programs, as well as other activities undertaken by Division Office elements under military, HTRW and civil works mission assignments.
2. Provides program level technical/administrative support and interagency representation for USACE HTRW programs in the areas of environmental chemistry (fate of pollutants in the environment), environmental analytical chemistry methodology, and associated CDQM.
3. Provides technical oversight and/or detailed technical review for in-house and contractor produced deliverables on all matters concerning environmental chemistry and CDQM. Deliverables reviewed include scopes of work, investigative work plans (including chemical data acquisition plans), project reports, chemical quality assurance reports (CQAR's), and design specifications.
4. Provides general technical support and parameter-specific (and general) technical evaluation of the Division Laboratory HTRW chemistry functions, especially as they relate to the laboratory's project-specific quality assurance (QA) role. Provides consultation on staffing, personnel training, methods development, equipment acquisitions (including laboratory information management systems - LIMS), CDQM, and generation of CQAR's. Executes evaluation of Division Laboratory HTRW chemistry functions, to include submittal of performance audit (PA) samples, on-site inspections, and general evaluation for use by Division Office Laboratory proponents.
5. Proposes policy guidance and executes approved policy guidance concerning validation of commercial environmental analytical services for technical centers, construction Districts, and Division chemistry laboratories. Activities involve review and approval of laboratory quality management manuals, arranging for the submittal of appropriate PA's, review of results, and on-site inspection of commercial environmental analytical facilities.
6. Prepares and revises USACE guidance documents, as appropriate, which provide Corps elements information necessary to meet CDQM objectives. Periodically reviews and updates ER 1110-1-263 and other guidance related to the overall USACE Quality Assurance Program Plan.
7. Serves as the USACE technical proponent for training of HTRW chemistry and other technical personnel in the areas of environmental sampling/analysis, data review, and CDQM. Recommends course needs, chemistry content, provides appropriate instructors in support of HND training management activities. Executes informal training needed to supplement the PROSPECT system for general HTRW chemistry training.

ENVIRONMENTAL/CHEMICAL ENGINEERING BRANCH

1. Exercises staff supervision and responsibility for planning, implementing, reviewing and ensuring performance of environmental and chemical engineering. Assists in resolving technical and process issues. Formulates and reviews guidance, and reviews related technical aspects of engineering pre-design/design activities conducted by the HTRW MCX and design Districts under the Superfund, DOE, and DERP programs, as well as other HTRW and environmental engineering activities undertaken by Division Office elements under military and civil works mission assignments.
2. Exercises responsibility for HTRW MCX's assignment as the USACE technical proponent for HTRW training. Develops and provides in-house HTRW training. Recommends course needs, technical content, and provides appropriate instructors in support of HND's training management activities.
3. Exercises staff supervision and provides technical guidance and assistance for all matters pertaining to environmental and chemical engineering, including technical engineering review of design criteria, planning and design documents for all types of military and civil works construction, fire protection water supply and storage systems, water and wastewater systems, and treatment plants.
4. Reviews technical proposals, scopes of work, value engineering studies, reports, design memoranda, design criteria, plans/specifications, and data related to the chemical and environmental engineering aspects of HTRW remedial pre-design and design activities. This includes compliance with environmental laws and regulations, economic evaluations, and the physical, chemical, and thermal treatment of contaminated air, water, and soil.
5. Provides technical advice in environmental and chemical engineering to USACE elements which are involved in HTRW pre-design, design, and construction activities, laboratories, consultants, and other government agencies.
6. Initiates, develops, and reviews policy directions for implementation and compliance in the areas of chemical engineering and environmental engineering.

ENVIRONMENTAL HEALTH AND SAFETY BRANCH

1. Exercises staff supervision and responsibility for planning, scoping, implementing, reviewing, and ensuring performance of the industrial hygiene/occupational health, environmental risk assessment, health physics, safety, and related technical aspects of engineering pre-design and design activities conducted by the HTRW MCX and design Districts under the Superfund Program and DERP, as well as other HTRW and environmental health and safety activities undertaken by Division Office elements under military and civil works mission assignments.
2. Provides national level expert technical/administrative support to the USACE HTRW programs in the areas of occupational health and safety, risk assessment, health physics, and other environmental health related aspects of environmental restoration activities at HTRW sites.

3. Provides technical oversight and/or detailed technical review for in-house and contractor produced deliverables on all matters concerning occupational health and safety, risk assessment, health physics, and related environmental health aspects of HTRW projects. Deliverables reviewed include scopes of work, work plans (including site safety and health plans), reports (including remedial investigations/feasibility studies), risk assessments (quantitative and qualitative), and remedial design plans and specifications.
4. Provides project-specific technical assistance to HTRW design Districts and construction Districts for all matters related to occupational health and safety, risk assessment, health physics, and other environmental health aspects of environmental restoration activities at HTRW sites. As an overall function of the HTRW MCX, technical assistance from the branch may include expedited technical reviews, on-board technical reviews, focused project-specific support, expert technical representation, and general dissemination of pertinent technical information related to performance of the USACE HTRW programs at all levels.
5. Identifies need, prepares, and revises USACE guidance documents in the areas of occupational health and safety, risk assessment, health physics, and other environmental health aspects of HTRW activities which provide Corps elements information necessary to accomplish HTRW mission objectives and assignments. Periodically reviews and updates ER 385-1-92 and other technical guidance related to risk assessment, health physics, and environmental health.
6. Serves as technical proponent for training of USACE personnel in the areas of health and safety, risk assessment, health physics, and other environmental health aspects of HTRW projects. Recommends course-needs, schedules, and content; provides appropriate instructors in support of HND training management activities. Conducts informal training and workshops in the above technical areas which supplement existing USACE PROSPECT and outside training courses.
7. Provides interagency representation for USACE with respect to health and safety, risk assessment, health physics, and other environmental health issues related to HTRW activities. Provides input to the formulation of industry and government policies as well as ensuring technical consistency of related USACE policies with industry and regulatory practices/standards.
8. Serves as technical liaison with DA Surgeon General - U.S. Army Environmental Health Agency (USAEHA), for health risk assessments performed by USACE for Army Installation Restoration Program (IRP) and Formerly Used Defense Sites (FUDS) Program.

MISSOURI RIVER DIVISION LABORATORY

1. Provides technical supervision over materials testing and water and waste water investigations by District, project and commercial laboratories providing services for MRD.
2. Exercises responsibility for technical matters related to materials testing for Rock Island and St. Paul Districts.

3. Plans, coordinates, and directs the testing activities of the Division Laboratory and inspections of District, project, commercial and other agency laboratories providing services to the Corps.
4. Performs work for other government agencies and private firms on a cost reimbursable basis.
5. Performs testing and investigation of engineering materials and water for Districts of the Missouri River Division and Rock Island and St. Paul Districts of the North Central Division.
6. Provides technical guidance on and performs certain rock mechanics tests and petrographic analyses as requested by other MSC's or Districts.
7. Performs quality assurance (QA) inspections of District, project, commercial, and other agency laboratories providing services to the Corps.
8. Provides technical guidance and furnishes geophysical services requested by other MSC's or Districts as well as Kansas City, Omaha, Rock Island, and St. Paul Districts.
9. Exercises responsibility for technical matters related to QA for the DERP Inventory Phase involving formerly-owned/used sites.

CHEMICAL TEST BRANCH

1. Performs chemical analyses, quality and performance tests, and investigations on paints, petroleum products, water, soil, sediment, waste, and varied construction materials.
2. Completes chemical testing in conjunction with various programs assigned. Serves as principal technical advisor to MRD for chemical testing aspects of planning, design, construction, and operations.
3. Inspects commercial laboratories that provide water quality testing services. Participates with the Environmental, HTRW Division, Chemistry Branch (CEMRD-ED-EC), in inspection of contractor laboratories for HTRW.
4. Supports the MRD Laboratory as lead QA laboratory for the USACE HTRW mission. Completes various chemical QA functions for the HTRW programs and chemical QA reports, in addition to chemical analysis. Supplies performance audit (PA) samples for the CEMRD-ED-EC laboratory validation program. Reviews documents involving test methods and proposed test methods for CEMRD-ED-EC and others.

ORGANIC SECTION (CEMRD-ED-LC-O)

1. Provides services to analyze environmental samples for organic chemicals by gas chromatography (GC) (GC/electron capture, GC/flame ionization, GC/photo ionization, and GC/electrolytic), GC/mass spectrometry and GC Fourier transform infrared detection.
2. Utilizes high performance liquid chromatography with ultraviolet and fluorescence detection systems for explosive and polynuclear aromatic hydrocarbon (PAN) residue analysis.
3. Identifies and quantifies petroleum fuels.

INORGANIC SECTION

1. Provides services to analyze environmental samples for trace metal content by inductively coupled plasma, atomic emission, atomic absorption, and fluorescence spectroscopy.
2. Analyzes samples for a wide variety of inorganic ions using various forms of visible and ultraviolet light spectroscopy and other analytical chemistry tools.
3. Performs various water quality and elutriate testing.

DATA ANALYSIS AND EVALUATION SECTION

1. Compiles and evaluates data generated by the Organic and Inorganic Sections together with contractor generated data to produce Chemical Quality Assurance Reports (CQARs).
2. Serves in day-to-day liaison capacity between the Laboratory and contractors working on chemical test projects in the field. Manages the custody, handling, and disposition of all samples delivered to the Laboratory.

SOILS AND MATERIALS TEST BRANCH

1. Serves as principal technical advisor to MRD on matters related to testing concrete, asphalt, soils, other construction materials, and on petrographic aspects of materials.
2. Performs tests and investigations for design and acceptance of concrete aggregate, rock, cement, rubber, and various other construction materials; makes concrete and asphalt mix designs.
3. Serves as principal technical advisor for MRD on matters related to geotechnical testing and conducts tests and investigations on sediment, soil, and other foundation materials for design and construction. Acts as consultant to Rock Island and St. Paul Districts, as well as Kansas City and Omaha Districts, on foundation testing.

4. Furnishes geophysical services including seismic, resistivity, downhole surveys, and electric logging of HTRW sites.
5. Supports HTRW MCX on analysis of contaminated soils and other construction materials in support of DERP and Superfund for HTRW cleanup projects.
6. Furnishes inspectors for commercial, contractor, and District laboratories for soils and materials testing capability with respect to quality control and quality assurance (QC/QA) in accordance with MRD-R 1110-1-9. Inspects other laboratories providing soils and materials testing services.
7. Conducts petrographic examinations and investigations of aggregate, concrete cement, rock, soils, sediments, and other foundation materials.
8. Provides technical guidance to HQUSACE Transportation Systems Mandatory Center of Expertise (TSMCX) on materials testing and investigations.

ADMINISTRATIVE AND SERVICE BRANCH

1. Assists the Laboratory Director in the administrative and financial management of the laboratory.
2. Maintains the laboratory plant and equipment.
3. Designs and fabricates specialty testing equipment for materials testing.

RESERVOIR CONTROL CENTER

1. Plans, coordinates, and directs the regulation of the Missouri River main stem reservoirs and power plants, directs actual water releases and power generation at these projects, and ensures that all project purposes are equitably served.
2. Supervises or directs the operation of all Corps of Engineers tributary reservoirs in the basin for flood control, navigation, and other downstream requirements, and supervises or directs the operation of Bureau of Reclamation reservoirs in the Missouri River basin when those reservoirs are in or approaching the flood control zone.
3. Supervises preparation of annual operating plans, reservoir regulation manuals, and annual reports of operation for the main stem reservoirs; reviews and approves reservoir regulation plans and manuals for tributary reservoirs.
4. Formulates, supervises, and conducts technical studies designed to optimize regulation of the main stem and tributary reservoir systems.
5. Reviews or prepares studies relating to availability of water and impacts for potential diversions from existing reservoirs.

6. Supervises and directs review of water control plans on all the basin's Corps projects for modification or identification of potential modifications to increase project capability to respond to drought conditions.

RESERVOIR REGULATION BRANCH

1. Acquires, assembles, and analyzes basin real time hydro meteorological data; makes streamflow and seasonal water supply forecasts for use in preparing reservoir regulation plans and in real time regulations. Maintains the Missouri River automated data base system and manages the data collection platforms and downlink operation for the MRD Water Control Data Collection and Management System Master Plan. Integrates District needs; develops and implements that plan; provides annual updates to HQUSACE.

2. Assembles and analyzes data on water requirements and main stem storage requirements to determine minimum and maximum flow levels; schedules system outflow rates; prepares and issues reports on short and long-range outlooks of reservoir contents, river stages, discharges and flood conditions; and advises HQUSACE of unusual problems and runoff potentials for both flood flows and droughts. Exercises flood control regulation of all main stem projects.

3. Cooperates in formulation of Annual Operating Plan (AOP) for Missouri River main stem reservoirs. Provides necessary data on upstream water management and use, reservoir evaporation, reservoir inflows for use in AOP and prepares AOP text figures. Develops the Division annual report to HQUSACE; publishes the preliminary and final AOP.

4. Reviews water control manuals and operating plans for tributary reservoirs and recommends approval or revision. Oversees regulation of tributary reservoirs and recommends changes as warranted to meet basin-wide goals. Prepares water control manuals for the main stem reservoirs.

5. Provides guidance for development of Drought Contingency Plans; reviews Drought Contingency Plans for tributary reservoirs recommending approval or revisions and, in coordination with appropriate MRD staff elements, develops such plans for the main stem reservoir system.

6. Conducts short and long-range technical studies designed to improve reservoir operation and documents procedures by preparing reports. Reviews reports on existing and planned reservoir projects.

7. Reviews annual stream gaging programs of District offices and forwards to HQUSACE with recommendations.

8. Coordinates, consults, and interchanges information and data with counterpart or complementary units in other agencies and offices, including the U.S. Bureau of Reclamation, Western Area Power Administration, Soil Conservation Service, U.S. Geology Service, National Weather Service and Kansas City and Omaha Districts.

9. Prepares computer programs to process and analyze hydrologic data and reservoir regulation potentialities; presents results in readily available form for decision-making.
10. Acquires, assembles, and analyzes basin meteorologic data for use in developing day-to-day, weekly, and long-range regulation plans.
11. Conducts statistical analyses and probability studies of precipitation, floods, low flows, ice conditions, and other hydro meteorological parameters as necessary, for planning and evaluation of reservoir regulation risks.
12. Develops and maintains GIS for spatial data and associated data bases to meet project regulation objectives. Coordinates with other users and agencies on most effective utilization of GIS to fulfill authorized purposes. Serves as MRD GIS point of contact and is responsible for remote sensing applications in the Reservoir Control Center.
13. Participates in public and agency meetings to coordinate and inform others on current and long-term reservoir regulation plans and policy.

POWER PRODUCTION BRANCH

1. Assembles and analyzes basic data on annual and long-range power potential and executes monthly operational plans for optimum power generation at the main stem plants in full consideration with fish management, recreation, irrigation, water supply, navigation, flood control and endangered species.
2. Prepares daily generation schedules with allowable tolerances at each main stem powerplant and for detailed scheduling by the Western Area Power Administration dispatching office. Issues power production orders to each powerplant covering all aspects of daily generation consistent with seasonal needs of other authorized uses.
3. Prepares and issues current information and short-range forecasts regarding powerplant capabilities and generation; schedules, coordinates, and authorizes maintenance outages of power facilities to minimize revenue loss to the marketing agent.
4. Reviews and makes recommendations for approval or modification of planning reports, design memoranda, and budget data as they pertain to economics, size, time of installation, and overall generating characteristics of hydroelectric power installations.
5. Submits annual Reservoir Control Center budget to the Directorate of Resource Management; keeps track of monthly expenditures and overall budget maintenance and planning.
6. Serves as liaison channel for all power-related contacts with other federal agencies, states, and utility groups.

7. Prepares weekly and monthly reports for distribution to news media and interested organizations and individuals.
8. Cooperates in AOP formulation for main stem reservoirs and conducts computer studies to develop plans for power production, navigation, fish management, irrigation, flood control, recreation, and endangered species throughout the system. Periodically updates AOP to reflect various seasonal use needs.
9. Incorporates endangered species needs into real-time regulation and forecasts; helps in planning and coordination of all endangered species aspects from regulation standpoint.
10. Prepares computer programs to analyze system operations, balance reservoir storage and optimize power operation to the extent permitted by restraints associated with non-power functions.
11. Coordinates review of preliminary permit and license applications, license renewals, and license exemptions for impacts on Corps responsibilities. Provides direct communication with the Washington office of the Federal Energy Regulatory Commission relating to applications for permits, licenses, and headwater benefit data and reports.
12. Coordinates with state and federal officials to determine desirable fish management, endangered species, power, recreation, and other goals as related to current and expected water supplies.
13. Participates in public, agency, and power user group meetings to inform others of current plans and policy.

GEOTECHNICAL AND TECHNICAL ENGINEERING DIVISION

1. Exercises staff supervision and provides guidance and assistance for technical matters pertaining to: the Transportation Systems Mandatory Center of Expertise; review of HTRW, civil works, and military projects; geotechnical, civil, structural, electrical, mechanical, architectural, and hydraulic and hydrologic disciplines for civil, military and HTRW projects in MRD. Assures adequacy of design, compliance with policies and regulations, and accomplishment of overall objectives.
2. Performs technical engineering review or design quality evaluations of all feasibility studies, proposals, design memoranda, designs and studies, government estimates, plans and specifications, and O&M manuals submitted by District commanders. Prepares recommendations and provides appropriate technical guidance and assistance.
3. Performs design quality technical management for in-house military projects. Reviews and verifies DD Forms 1391 and project management plans. Monitors District overall military design quality through on-site construction inspections, consultation with customers to receive design feedback, staff visits to Districts to evaluate adequacy of design and design review process, and provides technical consultation on complex designs.

4. Reviews technical engineering aspects of studies and designs prepared under Public Law 84-99, Sections 14, 205, and 216.
5. Coordinates the Federal Dam Safety Program in MRD.
6. Performs technical inspections of projects in pre-design construction, and operational stages; evaluates field conditions; assists field personnel in interpretation of plans and specifications; observes problem areas and quality of construction, evaluates design adequacy; electrical, mechanical, hydraulic and geotechnical performance; and provides design feedback.
7. Manages preparation of regional standard designs for military construction and coordinates repetitive use of suitable designs for projects within MRD.
8. Furnishes support to higher headquarters by administering the Corps of Engineers Technical Center of Expertise for Underground Heat Distribution Systems (UGHDS).
9. Supports HQUSACE in preparation and review of guidance documents in the form of guide specifications, technical manuals, engineering manuals, regulations and technical letters.
10. Serves on Corps-wide task groups as requested by HQUSACE; provides support for research and development projects; provides instructors for PROSPECT training and other courses.
11. Exercises responsibility for the Mandatory Center of Expertise pertaining to all Army and Air Force airfields, railroads, and military special vehicle guideways/roadways world-wide. Provides mandatory technical review of all (project books, 35 percent, 65 percent, and 95 percent) Army and Air Force airfields, railroads and military special vehicle guideways/roadways. Provides design assistance on a consulting basis and technical assistance during construction on an as requested basis. Serves as HQUSACE technical monitor in reviewing/updating manuals and guide specifications as part of the Criteria Update Program and attends technical meetings and conferences as required.
12. Furnishes support to HQUSACE by administering geotechnical aspects of the Corps of Engineers HTRW MCX. Assists HQUSACE Directorate of Military Programs, Environmental Restoration Division, in preparing/updating guide specifications, technical and engineering manuals, and engineering regulations.

GEOTECHNICAL BRANCH

1. Provides technical oversight, technical review and policy guidance for geotechnical, geological, and hydro geological matters on all civil works, military, and HTRW MCX missions.

2. Provides technical direction to the Districts and other MRD and HTRW MCX elements for subsurface investigations, soil and rock mechanics, seismology, instrumentation, ground modification, and field and laboratory testing. Also, technical direction on special field problems related to earthquake effects on foundations and embankments, stability of embankments and foundations, exploration drilling and sampling, changed physical conditions, problems requiring remedial measures, and sources and performance of construction materials.
3. Reviews data, proposals, reports, design analyses and memoranda, and plans and specifications prepared by Division Office elements and Districts, the MRD Laboratory, other MSC's and Districts, government departments and agencies, A-E firms and consultants for technical adequacy. The reviews involve site characterization and selection, foundations and excavations, embankments, underground projects, airfields and roads, construction materials, ground water, hazardous waste and contamination, underseepage, surface and subsurface exploration and testing, and slope and bank protection.
4. Reviews periodic inspection, foundation and embankment criteria reports, instrumentation data, operation and maintenance manuals, and project safety contingency plans for technical adequacy.
5. Inspects construction activities to evaluate construction methods and equipment as related to the intent of the geotechnical design.
6. Participates in periodic safety inspections of existing structures.
7. Directs and monitors research contracts assigned to MRD which are related to geology, soil and rock mechanics, and construction materials.
8. Furnishes support to higher headquarters by preparing and reviewing guidance documents in the form of guide specifications, technical manuals, engineering manuals, regulations, and technical letters.
9. Exercises staff supervision and provides technical guidance and assistance for all engineering matters pertaining to surveys and mapping, and remote sensing.
10. Serves as technical proponent for Site Characterization and Penetrometer System (SCAPS).
11. Serves as the HQUSACE technical proponent for training of HTRW geotechnical personnel.
12. Manages and coordinates the Federal Dam Safety Program within MRD.

HYDRAULICS AND HYDROLOGY BRANCH

1. Exercises staff supervision and provides technical guidance and assistance for all engineering matters pertaining to hydraulic engineering, hydrologic analysis, water quality, sedimentation, river engineering, bank protection, and open channel and floodplain hydraulics and hydrology.
2. Participates with Directorate of Civil Works and Planning in providing technical guidance on survey investigations for water resource development and guides development of technical engineering features for plans of improvement.
3. Provides direction, technical guidance, and review of the design and the continuous engineering evaluation of the Missouri River navigation and bank stabilization projects. Serves on the Missouri River Maintenance Task Group.
4. Recommends approval, technical guidance, and coordination for hydraulic model tests concerning MRD projects and for research and development efforts in hydraulics and hydrology conducted or supported by MRD.
5. Serves as focal point for computer applications of hydrologic and hydrodynamic analyses in MRD.
6. Exercises staff supervision and provides technical guidance and assistance for matters pertaining to reservoir sedimentation, and design and research related to waterways and impoundments. Approves annual sediment studies and data collection programs of the Districts.
7. Exercises staff supervision and provides technical guidance and assistance for matters pertaining to water quality design, analysis and research related to waterways and impoundments. Approves annual water quality studies and data collection programs of Districts and prepares the Annual MRD Water Quality Report.
8. Serves on Corps-wide Channel Stabilization and Water Quality Technical Committees; as member of selected Corps-wide research and development technical committees at the Waterways Experiment Station (WES), Hydrologic Engineering Center (HEC), and Cold Regions Research and Engineering Laboratory (CRREL); and, as instructor for PROSPECT and other Corps-wide training programs.
9. Participates in periodic inspections of civil works projects and provides guidance on resolution of hydraulic problems. Reviews O&M manuals, inspection reports, and contingency plans.
10. Serves on the MRD Dam Safety Committee.
11. Provides technical oversight, technical review, and policy guidance as appropriate to the MRD HTRW mission for all hydrology, hydraulics and bank stabilization matters.

MECHANICAL AND ELECTRICAL BRANCH

1. Exercises staff supervision and provides technical guidance and assistance for all engineering matters pertaining to mechanical and electrical engineering to include design measures for energy conservation, planning and design of hydroelectric equipment, guidance in its procurement, technical assistance during construction, participation in testing and evaluation of hydroelectric equipment in operation, and planning and design of modifications.
2. Coordinates technical aspects of hydroelectric facilities with the power marketing agencies and provides technical advice for the investigation of permits and licenses for the development of power.
3. Performs duties of Army Power Procurement Officer Representative (APPOR) for MRD. Reviews utility contracts and supplemental agreements and approves those which are not subject to HQUSACE approval. Assists Districts in the establishment and maintenance of utility contracts.
4. Supports the Corps of Engineers Technical Center of Expertise on UGHDS. Supports HQUSACE in the review and development of guide specifications and other criteria; provides advice to Corps MSC's, MACOM's, and others upon request; reviews product literature, designs, and evaluates UGHDS; coordinates with HQUSACE/Corps laboratories on improving existing systems and developing new designs; cooperates with manufacturers to improve products; investigates/experiments with new approaches and tests UGHDS; makes on-site visits; and attends technical meetings, hearings or conferences as required.
5. Participates in periodic inspections of civil works projects and in construction/design evaluation inspections of military projects.
6. Provides technical oversight, technical review and policy guidance as appropriate to the MRD HTRW mission for all mechanical and electrical engineering matters.

ARCHITECTURAL AND STRUCTURAL BRANCH

1. Exercises staff supervision and provides technical guidance and assistance for all architectural and structural engineering design, including technical engineering review or design quality evaluation of all types of military construction, ammunition and explosives handling facilities, bridges, hardened structures, HTRW structures, and civil works hydraulic structures.
2. Manages and coordinates District preparation and submittal of entries in the annual Distinguished Design Awards Program.
3. Participates in periodic inspections of civil works projects and in construction/design evaluation inspections of military projects.
4. Serves as a member of the Army Facilities Standardization Program.

5. Provides support to interior designer and landscape architecture functions.

TRANSPORTATION SYSTEMS BRANCH

1. Serves as the HQUSACE Transportation Systems Mandatory Center of Expertise (TSMCX). Maintains state-of-the-art technical expertise to support engineering, planning, design, construction, evaluation, criteria development, and real property requirements for all military transportation systems, including airfields, railroads, streets, non-organizational parking, organizational parking, special vehicle guideways/roadways, and all facilities directly in support of transportation systems.

2. Provides transportation systems engineering technical support to HQUSACE and HQUSAF.

3. Provides transportation systems engineering consulting services to all Corps MSC's and District commands, Army installations and Air Force bases, world-wide, upon request.

4. Manages the USACE A-E indefinite delivery contracts for transportation systems, namely airfields, pavement, and railroads.

5. Manages the USACE Pavements-Transportation Computer Assisted Structural Engineering (PCASE) Program which includes overseeing development of the PCASE computer programs, standardization of all PCASE computer program formats and providing recommendations to HQUSACE for development of new PCASE computer programs.

6. Performs mandatory design reviews of all Corps designed Army and Air Force airfields, railroads, and military special vehicle guideways/roadways projects world-wide. Performs design reviews of roads, streets, organizational/non-organizational parking, and facilities directly in support of transportation vehicles when requested.

7. Serves as HQUSACE technical monitor for all transportation systems criteria and guidance documents and research units which includes development/review of transportation systems guide specifications (CEGS), technical manuals (TM's), engineering manuals (EM's), engineering technical letters (ETL's), etc.

8. Serves as HQUSACE technical monitor for all research units related to transportation systems engineering, namely airfields, railroads, and roadways.

9. Performs mandatory design verification inspections of transportation systems projects throughout the world to assure current design criteria are adequate and being correctly utilized.

10. Maintains the mandatory repository files for all U.S. Army airfields.

11. Coordinates testing activities of the MRD Laboratory in support of the TSMCX which include materials testing, mixture design proportioning for asphalt and concrete pavements, petrographic examinations and inspection services.

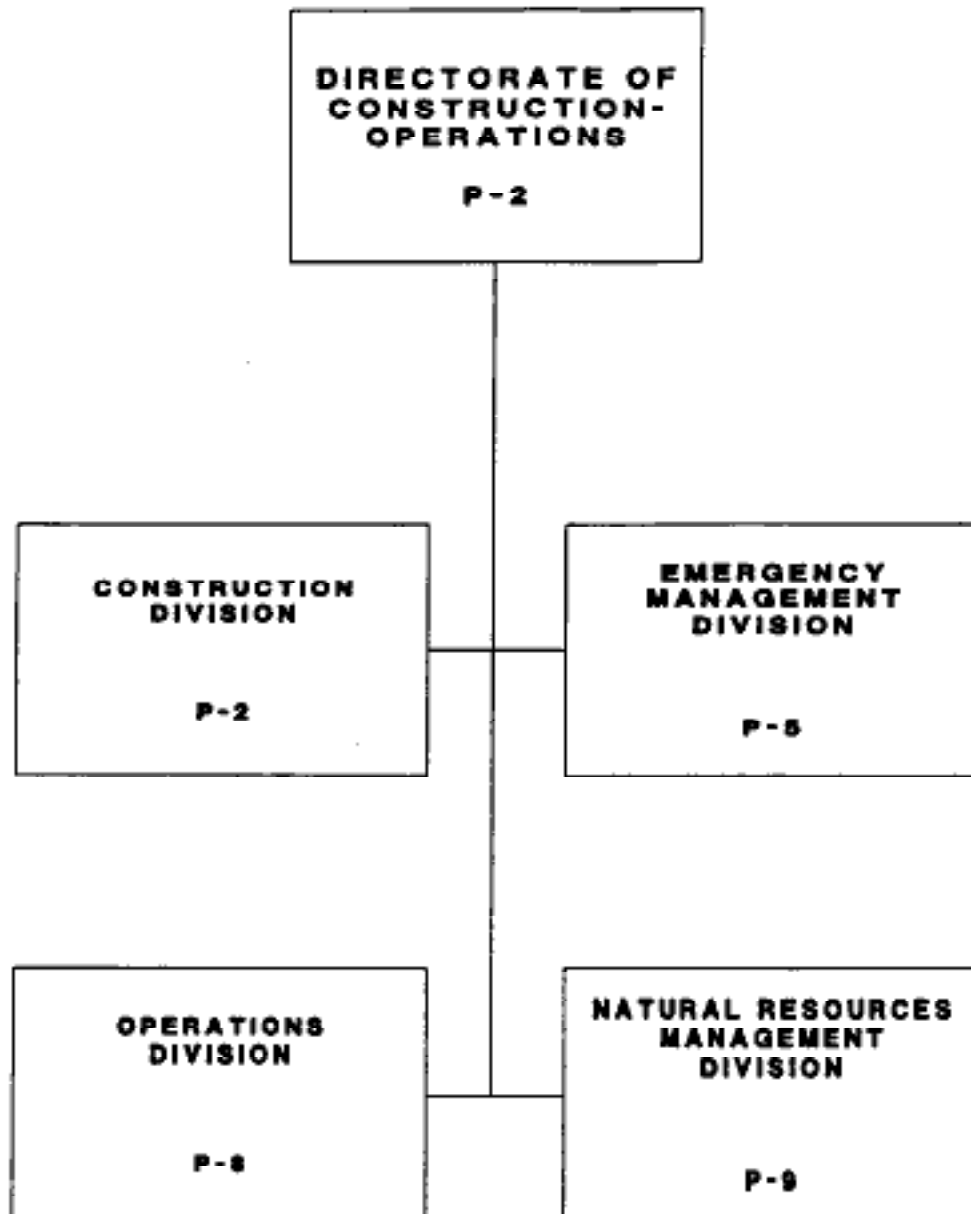
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12. Serves as the Department of Army representative on North Atlantic Treaty Organization (NATO) Airfield Services Working Party and Air Standardization Coordinating Committee (ASCC), Working Party 65 - Airfields and Airfield Facilities.

APPENDIX P



DIRECTORATE OF CONSTRUCTION-OPERATIONS

1. Advises the Commander and staff on matters dealing with military and civil construction, operations and maintenance activities, regulatory, emergency operations and natural resources management activities, and special projects.
2. Plans, directs and coordinates all Division Office activities concerning construction, natural resources management, operations and maintenance functions on completed civil works projects, and emergency operations.
3. Exercises general and staff supervision over construction, operations and maintenance, natural resource management, and emergency operations activities of the Districts.
4. Serves as a member of the Military, Civil Works, and Hazardous, Toxic and Radioactive Waste (HTRW) Project Review Boards.
5. Provides input and assists in reprogramming actions necessary for the civil works and military budget processes. As Operations and Maintenance (General) Appropriation Activity Director, is responsible for programming, budgeting, and executing the program for those activities.
6. Exercises responsibility for analysis of District and MRD construction and O&M workload; develops and coordinates manpower requirements with functional chiefs. In coordination with Directorate of Resource Management, provides recommendations to the Commander on manpower distribution in accordance with project/program performance and needs.
7. Reviews, recommends, approves, and provides guidance on the Districts' implementation of the Regulatory Program.

CONSTRUCTION DIVISION

1. Serves as principal advisor to the Director, Construction-Operations, for military, civil and HTRW construction activities. Provides MRD staff overview for military and civil construction programs being executed by the Districts.
2. Interprets and assures compliance with construction policies of higher authority for military and civil construction, formulates local implementation.
3. Develops, monitors and directs MRD's Construction Quality Assurance/Quality Control (QA/QC) programs. Performs in-depth evaluation of QA/QC process during the construction phase; recommends improvements to procedures and policies.
4. Coordinates requirements of the using agency. This includes informing the using agency as to the Corps of Engineers' standards and policies, arbitrating technical problems and furnishing direction to the Districts.

5. Attends and participates in design review conferences; assures construction requirements and major subordinate command (MSC) directives are included in the project in a constructible manner. Assures the establishment of reasonable construction schedules.
6. Reviews and analyzes construction features of design memorandums, contract plans and specifications.
7. Participates in claims review and contractor/Division Commander meetings. Provides MRD staff overview on changes, claims and disputes evolving in the Districts on construction contracts. Performs construction engineering review and analysis of contractor claims, coordinates with pertinent MRD elements in development of a Division Office position. Analyzes information submitted by contractors together with facts, findings, conclusions, and recommendations submitted by Districts to determine sufficiency of information and adequacy of Contracting Officer's decision. Reviews changes and assures compliance/coordination of change control procedures established for construction programs.
8. Evaluates new materials and procedures by participating in post-completion inspections and construction evaluation teams and makes recommendations to higher authority on revisions to the guide specifications.
9. Assists and participates in instruction of USACE training courses nation-wide that pertain to construction functions, in addition to implementation and review of training at District level.
10. Develops improvements in construction practices, methods and policies.
11. Analyzes construction reports required by higher authority and consolidates/develops other reports as necessary.
12. Acts as point of contact for exchange of Energy Monitoring and Control Systems (EMCS) information between higher authority and other MSC's; reviews scope of EMCS projects for compliance with the Army Energy Conservation Program.
13. Develops construction inspection criteria and performs inspections. Assures the completed facilities will satisfy operating requirements and uniform inspection policies and practices are followed.
14. Maintains liaison with other staff elements to exchange information in the form of update, feedback, and design/construction improvement recommendations.
15. Provides staff supervision and support as necessary in shop inspection activities relating to materials, fabrication, and testing of equipment to be incorporated into construction projects.
16. Monitors, promotes, coordinates implementation, and evaluates compliance with safety and accident prevention policies and procedures by construction field offices during inspections and site visits.

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17. Reviews submittal procedures periodically; assures continuity and necessary information is available in support of quality construction.

18. Monitors and evaluates warranty policies and procedures; recommends direction for improvement and timely response.

19. Surveys periodically the feedback and transfer continuity of information on lessons learned, contract document shortcomings, and customer dissatisfaction.

20. Reviews, evaluates, and assists in the QA/QC training required of all field personnel who have responsibility for providing a quality product.

21. Reviews plans and specifications for biddability, constructability, and operability; assures the HQUSACE guide specifications are incorporated and appropriate waiver procedures are followed when in variance.

22. Monitors deficiency cleanup procedures and effort at contract completion; evaluates procedures to assure process is effective.

23. Participates in studies to determine the impact of changing workload on MRD and District organizational structures and staffing requirements, recommending actions to be taken as a result of these studies.

24. Manages supervision and administration (S&A) rates within established guidelines. Reviews and provides recommendations on District construction resource management actions in the areas of staffing, manpower, organization, operating procedures, contract placement forecasts, contract closeouts, S&A budgets, etc.

EMERGENCY MANAGEMENT DIVISION

1. Serves as the Emergency Management Program Manager and primary advisor to the Director, Construction-Operations, and the Commander on emergency management activities, including both domestic emergency preparedness and response, national security emergency preparedness (NSEP) activities, and Emergency Water Planning (EWP) Program. Provides authoritative advice and recommendations for the Commander, MRD staff, and District commanders and staff on a wide array of program issues including policy applicability, project eligibility, and program execution for operational readiness response activities pursuant to public laws, regulations, and disaster assistance authorities of USACE and other Federal agencies.

2. Exercises staff supervision and coordination of USACE Emergency Management Program within MRD and provides staff guidance to Districts for the accomplishment of management responsibilities in accordance with national policies and objectives established in pertinent regulations.

3. Develops policies for the Commander and publishes directives for MRD staff and Districts on emergency management programs. Reviews and revises Districts' annual budgets as necessary. Develops and submits through appropriate channels to HQUSACE the coordinated emergency management program annual preparedness budgets for MRD and subordinate Districts. Provides guidance to Districts on budget preparation, including specific requirements of each appropriation. Monitors expenditures and obligations for current year programs, recommending revisions and adjustments where appropriate.
4. Reviews Districts' recommended actions and technical reports on emergency activities. Provides technical evaluation on project eligibility and formulates MRD action. Grants authority to exceed preauthorized District obligational authority limits for emergency operations when appropriate, and recommends to HQUSACE increases required in excess of MSC commander's delegated authority. Responsible for ensuring all requests for reimbursement of natural disaster response activities by Districts meet current eligibility criteria. Operates with considerable flexibility within broad policy guidelines provided by HQUSACE in considering requests for reimbursement. Reviews and monitors natural disaster response activities undertaken by Districts and recommends changes to ensure effective and expedient response per applicable regulations and policies.
5. Manages MRD response actions in support of other federal agencies with emergency tasking authority. Reviews requests for assistance and makes recommendations on acceptance to the Commander. Reviews resources available within MRD/Districts to accomplish emergency work for other agencies and makes mission assignments to Districts as appropriate to ensure timely completion. Ensures reimbursement requests for authorized emergency work in support of the agencies are complete, accurate, and expeditiously forwarded to tasking agency for payment.
6. Determines/formulates MRD-wide emergency preparedness training requirements which include emergency response, recovery, and mitigation activities for natural disasters, oil and hazardous substance spills, civil disturbances, radiological incidents, military mobilization, Continuity of Operations Plan (COOP), and other contingencies.
7. Plans, conducts, and participates in exercises to evaluate readiness and overall MSC response. Formulates the MRD response to HQUSACE exercise directives and determines overall MRD role in upcoming exercises. Coordinates development of master scenario events list (MSEL) items. Conducts after-action conference to develop the MSC-wide Corps of Engineers Corrective Action Program (CECAP). Coordinates preparation of after-action comments to HQUSACE, manages the CECAP both to correct deficiencies observed during exercises and to act on lessons learned during actual disaster assistance incidents.
8. Manages execution of MRD program for NSEP and directs and/or coordinates all program activities throughout the Division. Activities include developing requirements and planning documents for mobilization, macro-analysis, COOP, special security procedures, mobilization master plans (MMP) for military installations, installation support books (ISB), mobilization authorization documents, the EWP, military support to civil defense (MSCD), wartime contingency planning, and other products specific to MRD.

9. Manages MRD EWP as authorized under Executive Order 11490. Makes mission assignments to Districts based on policy guidance from HQUSACE. Reviews completed projects for completeness and conformance with established directives and policy statements. Coordinates the EWP activities for other federal agencies at the regional level.

10. Maintains continuous liaison and coordination with external agencies such as Federal Emergency Management Agency (FEMA), EPA, United States Coast Guard (USCG), and others with regional interest. Ensures knowledge of Corps emergency authorities and capabilities. for support remains current within those agencies and other entities.

11. Manages MRD program for rehabilitation of federal and non-federal flood control projects under PL 84-99 by Districts in accordance with procedures and eligibility criteria established in ER 500-1-1. Ensures scheduling and execution of all technical analysis and inspections required for eligibility determinations for non-federal flood control projects are accomplished by Districts as prescribed. Ensures annual inspection and post-flood damage investigation activities by Districts for both federal and non-federal flood control projects provide all information required to support Corps flood preparedness, emergency response, and post-flood recovery missions. Initiates required reports on rehabilitation activities to HQUSACE, and reviews District submissions to assure that existing policies and procedures are followed.

12. Represents the Commander on regional committees, such as the Regional Preparedness Committee, Regional Emergency Planning Group, Regional Response Team, Hazard Mitigation Team, Regional/National Earthquake Planning Committees, and the National Training Committee, and at meetings, conferences, and workshops. Evaluates DOD and other federal, state, and local emergency agencies' policies, regulations, directives, and plans. Develops MSC-wide requirements and ensures effective integration of MRD support.

13. Ensures that the MRD Emergency Operations Center (EOC) and emergency relocation site (ERS) are maintained in a high degree of readiness and are prepared to commence operations immediately during a potential or emergency situation. Develops requirements for emergency communications equipment such as secure telephone and high frequency single side band (HF-SSB) radio system and conducts periodic tests of emergency communications equipment.

14. Serves as primary MRD point-of-contact during duty and non-duty hours for all operational aspects of emergency management activities to include receiving initial emergency situation reports and emergency action messages; receiving requests/mission assignments from HQUSACE, DA, FEMA, USCG, EPA, and other federal agencies or military commands; requesting military support assistance as required; and initiating requests for intradivisional assistance for personnel and/or resources.

15. Represents the Department of the Army on the Regional Hazard Mitigation Team (HMT) when activated by FEMA in response to a Presidential Disaster Declaration under PL 93-288. This includes assessment of the emergency situation, identification of appropriate Federal emergency actions, recommendation of hazard mitigation issues and techniques, and all related interagency activities.

OPERATIONS DIVISION

1. Exercises staff supervision of operation and maintenance programs performed by the Districts relating to multipurpose dams, flood control projects, Corps-operated local protection works and other operating projects, except recreation activities; provides technical assistance and conducts field inspections as required.
2. Participates in Dam Safety Program and periodic structure inspections.
3. Reviews operation and maintenance of powerplants, switchyards, related hydropower facilities, and associated water control structures.
4. Provides assistance to Districts in managing power projects efficiently and economically, including the continuing evaluation of measures taken to improve efficiency and reliability. Reviews design memoranda, plans, specifications, and special studies for operating feasibility and economy.
5. Coordinates and reviews the technical aspects of the hydropower training program; evaluates effectiveness of the program on a continuing basis.
6. Coordinates hydropower operation with Reservoir Control Center, Western Area Power Administration, Southwestern Power Administration, connecting utilities, and power system planning organizations.
7. Administers and directs the specialized test program for hydroelectric powerplant equipment, including high voltage equipment insulation tests for generating units and transmission line terminal facilities.
8. Reviews and coordinates operation and maintenance of the bank stabilization and navigation projects for the Missouri River and tributaries. Chairs Missouri River Navigation Project Task Force.
9. Reviews surveillance provided by Districts on local protection works operated by local authorities; provides guidance and performs field inspections as appropriate.
10. Supervises and reviews the five-year Plant Replacement and Improvement Program.
11. Reviews Districts' regulatory programs and provides guidance on regulatory/permit actions authorized under the River and Harbor Act of 1899, and Section 404 of the Clean Water Act of 1977. Recommends approval of nation-wide permits as applicable.
12. Coordinates regulatory functions with HQUSACE, the Environmental Protection Agency (EPA), U.S. Fish and Wildlife Service, and other federal or state agencies as appropriate.

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13. Reviews and coordinates, in conjunction with the Directorate of Information Management and Emergency Operations Manager, routine and emergency radio communications within MRD and between MSC's or other agencies, including base radio stations and vehicle or floating plant communications.

14. Coordinates with the Resource Management and Civil Works and Planning Directorates in the preparation and review of District submitted budget estimates, fund allocations, and cost control measures for operation and maintenance activities. Assists activity directors in establishing priorities and justification for O&M and regulatory budget submittals and execution.

15. Coordinates the Army energy conservation programs for operating facilities at civil works projects. Prepares the MRD Installation Energy Plan in accordance with the Corps of Engineers Energy Program.

NATURAL RESOURCES MANAGEMENT DIVISION

1. Reviews and provides guidance on development and implementation of operational management plans for project lands and waters concerning attainment of quality recreational services, environmental enhancement, conservation of natural resources, and increased public awareness in the administration of all water resource projects.

2. Reviews and coordinates activities associated with development, use and management of visitor services and programs at lake project areas. Determines scope of program and facility needs which will best serve the using public.

3. Reviews District programs; provides guidance on procedures for evaluating, assessing, and designation of special uses permitted on lake project areas; and monitors effects of use for adequate control and minimizing user conflict.

4. Provides staff guidance and reviews District lakeshore management plans and programs developed for the purposes of protecting desirable environmental characteristics of lake projects and restoration of shorelines where degradation has occurred.

5. Monitors financial program execution and coordinates with the Resource Management and Civil Works and Planning Directorates, and other office elements having natural resource planning, development, and management interests in the preparation and review of budget estimates, fund allocations, and cost control measures as applicable to the operation and maintenance of lake project natural resource management programs and the construction of recreation facilities at completed projects.

6. Provides guidance and reviews District programs and facility development for presentation of special programs at lake project areas. Coordinates such program activities with Public Affairs Office for public relations involvement and awareness.

7. Provides staff guidance for the preparation of annual pest control programs to be implemented at civil works lake project areas. Reviews and approves District programs; provides for training of pest control personnel, safe use of highly toxic materials, and proper application of restricted-use pesticides. Maintains coordination with the Environmental Protection Agency to ensure regulatory compliance.
8. Provides guidance and assistance to District Offices for the establishment and management of effective user fee programs for lake project areas. Monitors the fee program activities as pertaining to methods of collection, accounting of direct and indirect costs, and other pertinent data as required for use in furtherance of recreational program objectives.
9. Provides guidance and reviews District programs for performance of implementing jurisdictional authority as set forth in Chapter III, Title 36, Code of Federal Regulations. Coordinates and directs the citation training program for Corps of Engineers rangers and monitors the contract law enforcement program. Coordinates with the Office of Security and Law Enforcement and Safety and Occupational Health Office in monitoring visitor assistance and safety and occupational health programs.
10. Exercises technical staff supervision over Corps rangers. Maintains a training program for resource managers, rangers, and District personnel involved in natural resource management activities. Provides training as required.
11. Analyzes reports and studies pertaining to recreation use and natural resources management activities. Monitors Recreation Research Program and management system.
12. Reviews and makes recommendations for natural resource management staffing and organization of District and project offices.
13. Coordinates natural resource management functions with USACE and other federal and state agencies.
14. Serves as primary action office for Division coordination and execution of PL 89-72 and Code 710 cost sharing contracts.
15. Monitors water quality testing activities on civil works lake project areas.
16. Administers and manages the MRD-wide Interpretive Services Program.
17. Serves as MSC coordinator for the Corps of Engineers Resource Volunteers Program.
18. Serves as the MRD civil works program antiterrorism coordinator in establishment of a system by which District and lake project offices can evaluate and prioritize actions required to prevent terrorism.
19. Serves as MSC coordinator for the inventory of civil works sites where hazardous waste is or has been managed.

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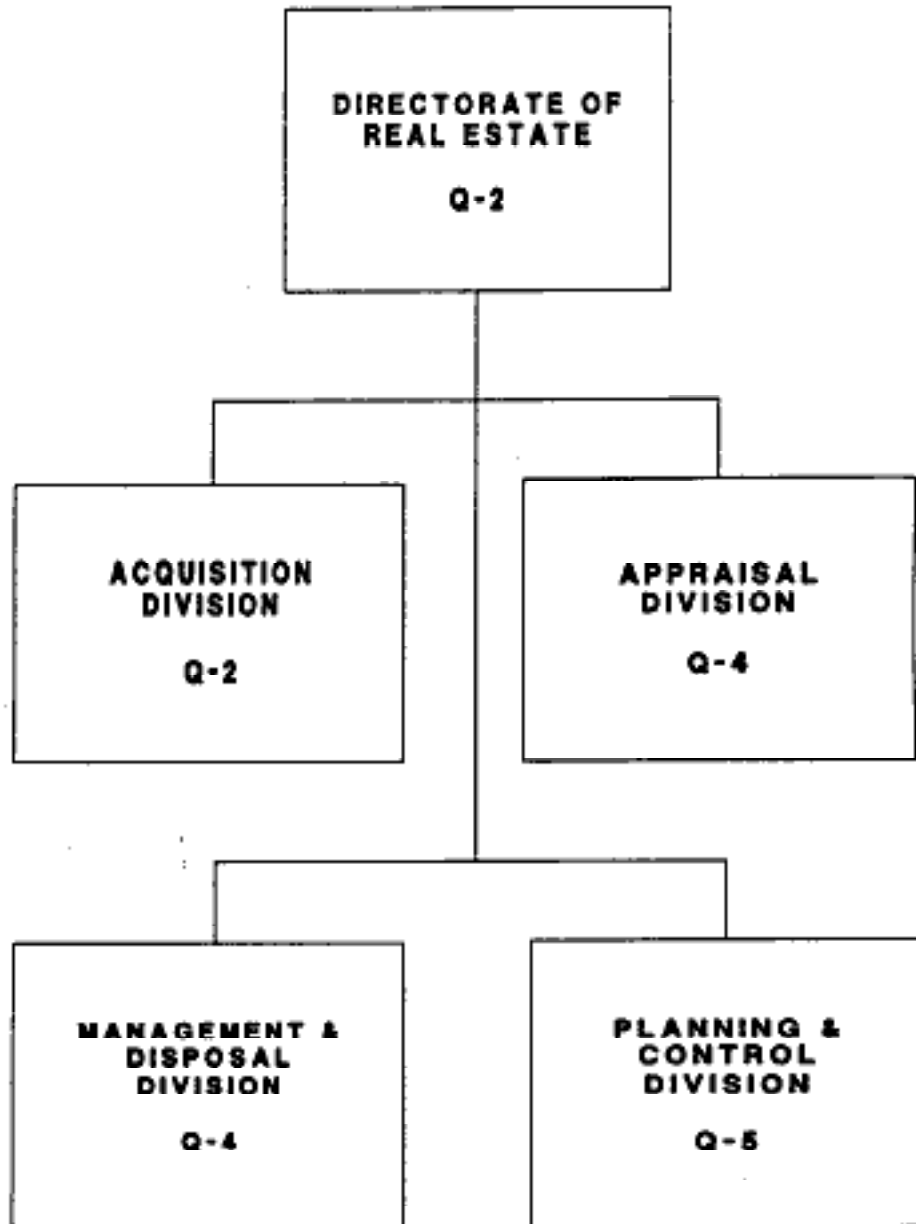
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20. Serves as primary action officer for coordination and implementation of signing program on civil works lakes projects.

21. Exercises staff supervision of the environmental compliance and management programs within the Civil Works Program, utilizing tools such as the Environmental Review Guide for Operations (ERGO), which is a comprehensive self-evaluation and program management system for achieving, maintaining, and monitoring compliance with environmental laws and regulations at USACE facilities.

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DIRECTORATE OF REAL ESTATE

1. Advises the Commander and staff on real estate matters.
2. Exercises staff supervision and provides guidance to the Districts on administration of real estate activities, including actions involving hazardous, toxic and radioactive waste (HTRW) projects.
3. Approves final acquisition boundary lines on all dam and reservoir projects for the Missouri River Division (MRD).
4. Exercises authority delegated to MRD for determinations under Public Law (PL) 91-646.
5. Exercises authority delegated to MRD for determinations under the Homeowners Assistance Program.
6. Approves real estate design memoranda and real estate planning reports for MRD.
7. Approves leases when annual rental exceeds \$50,000 but does not exceed \$100,000.
8. Approves landowner counteroffers for purchase of lands not exceeding \$250,000.

ACQUISITION DIVISION

1. Exercises staff supervision over all real estate acquisition activities of the Districts.
2. Exercises staff supervision and provides assistance concerning acquisition policies and procedures under PL 91-646, Title III.
3. Monitors, coordinates, reviews, and processes all claim and litigation matters resulting from the use and occupancy of real estate.
4. Monitors, reviews, and processes contracts for local cooperation as to federally-assisted programs.
5. Monitors and reviews final title opinion assemblies for legal sufficiency.
6. Monitors, reviews, and makes recommendations on actions pertaining to acquisition by leasing.
7. Monitors using service inquiries concerning lessor maintenance deficiencies in providing leased space.
8. Monitors submissions and reliance on rights-of-entry for construction.
9. Reviews and recommends action concerning estates to be used in acquiring land.

10. Reviews, coordinates, and processes all actions pertaining to eminent domain.
11. Reviews, coordinates, and processes action on landowner counteroffers beyond authority of District Commander.
12. Reviews and recommends action concerning administrative waivers to leave third party interests outstanding.
13. Reviews and provides comments on real estate design memoranda and planning reports involving land acquisition matters.
14. Reviews and provides comments on engineering design memoranda, including attorney's reports, which involve land acquisition with relocation of public roads and highways, utilities, railroads, towns, cemeteries, and pipelines.
15. Reviews and provides comments on requests for final boundary line approvals.
16. Reviews and makes recommendations to the Commander for approval of requests to advertise construction contracts without all rights-of-way being available.
17. Reviews and recommends application of the navigational servitude.
18. Reviews, in coordination with Office of Counsel, contracts for water supply storage, recreation, wildlife proposals, and proposed material deviations in contract forms as pertains to real estate matters.
19. Reviews and makes recommendations concerning requests for certificates of necessity under the Economy Act.
20. Reviews and provides comments on reports to Congress for project authorization concerning real estate acquisition matters.
21. Reviews and provides comments on proposed legislation as a basis for departmental reports pertaining to land acquisition.
22. Provides legal assistance to other real estate elements relevant to their functions.
23. Reviews claims for restoration of property leased to the Federal Government.

APPRAISAL DIVISION

1. Exercises staff supervision over all real estate appraisal activities of the Districts.

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2. Reviews all appraisal reports exceeding \$50,000 in fee value, \$25,000 in rental value, and recommends approval/disapproval when value exceeds \$1,000,000 in fee value and \$200,000 in rental value.
3. Monitors and approves all appraisal reports and rental schedules on government-owned quarters.
4. Monitors and processes all final real estate taking lines.
5. Coordinates all environmental matters pertaining to real estate appraisal activities at the Division Office.

MANAGEMENT AND DISPOSAL DIVISION

1. Exercises staff supervision over the Districts' administration of outgranting government-owned real estate interests by lease, license, easement, or permit. Coordinates proposed outgrants affecting civil works land.
2. Exercises staff supervision over the Districts' administration of the disposal of excess and surplus government property. Coordinates disposal actions concerning surplus buildings located in proposed construction areas and proposed disposal of civil works land.
3. Exercises staff supervision pertaining to the administration, management, and execution by the Districts of the Homeowners Assistance Program. Reviews appeal assemblies to include details of benefits for further action.
4. Exercises staff supervision of District implementation of Title II of the Relocation Assistance and Real Property Acquisition Policies Act of 1970, PL 91-646. Reviews appeal assemblies concerning denial of benefits for further action.
5. Exercises staff supervision of the Compliance Inspection Program covering all outgrants on civil works projects and Department of Army installations.
6. Monitors and processes the Withdrawal Review Program and rejustification statements for previous withdrawals of public domain lands.
7. Monitors and processes Executive Order 12512 utilization inspections and reports for civil works properties.
8. Monitors District determinations on the extent of federal jurisdiction; processes and recommends actions relating to annexations of federally-owned land for both civil works properties and military installations.
9. Monitors and processes reports under Executive Order 12411, Government Work Space Management Program.

10. Reviews Invitations for Bids (IFB's) for leases of government land or sale of surplus property.
11. Reviews Invitations for Proposals (IFP's) for lease of industrial plants and areas for commercial concession leases at civil works projects.
12. Reviews and provides comments on requests for final boundary line approvals on civil works properties.
13. Reviews real estate planning reports in connection with the management and disposal mission.
14. Reviews master plans and appendices, draft environmental impact statements, and Phase I and II Development Plans. Provides comments and recommendations as necessary or required.

PLANNING AND CONTROL DIVISION

1. Exercises staff supervision of all District planning and programming activities.
2. Monitors and processes all real estate planning reports and real estate design memoranda submitted by the Districts.
3. Monitors and processes real estate directives covering Air Force and Army land acquisition projects.
4. Monitors and approves all real estate audits. Checks for accuracy and assurance that they were prepared in accordance with existing regulations.
5. Monitors and evaluates all real estate activities relevant to funding in MRD and the Districts.
6. Monitors and coordinates, as required, actions subject to the Privacy Act and Freedom of Information Act.
7. Develops, monitors, coordinates, and reviews real estate goals and objectives.
8. Monitors, coordinates, and evaluates HQUSACE checklist of deficiencies, audit trends, and all other audit and command inspection reports pertaining to real estate matters.
9. Reviews revised and final acquisition boundary lines of civil works projects.
10. Reviews condemnation assemblies for proper funding and directive citations.
11. Reviews and coordinates all HTRW and Engineering Directorate and Civil Works and Planning Directorate design memoranda, lakeshore management plans, etc.

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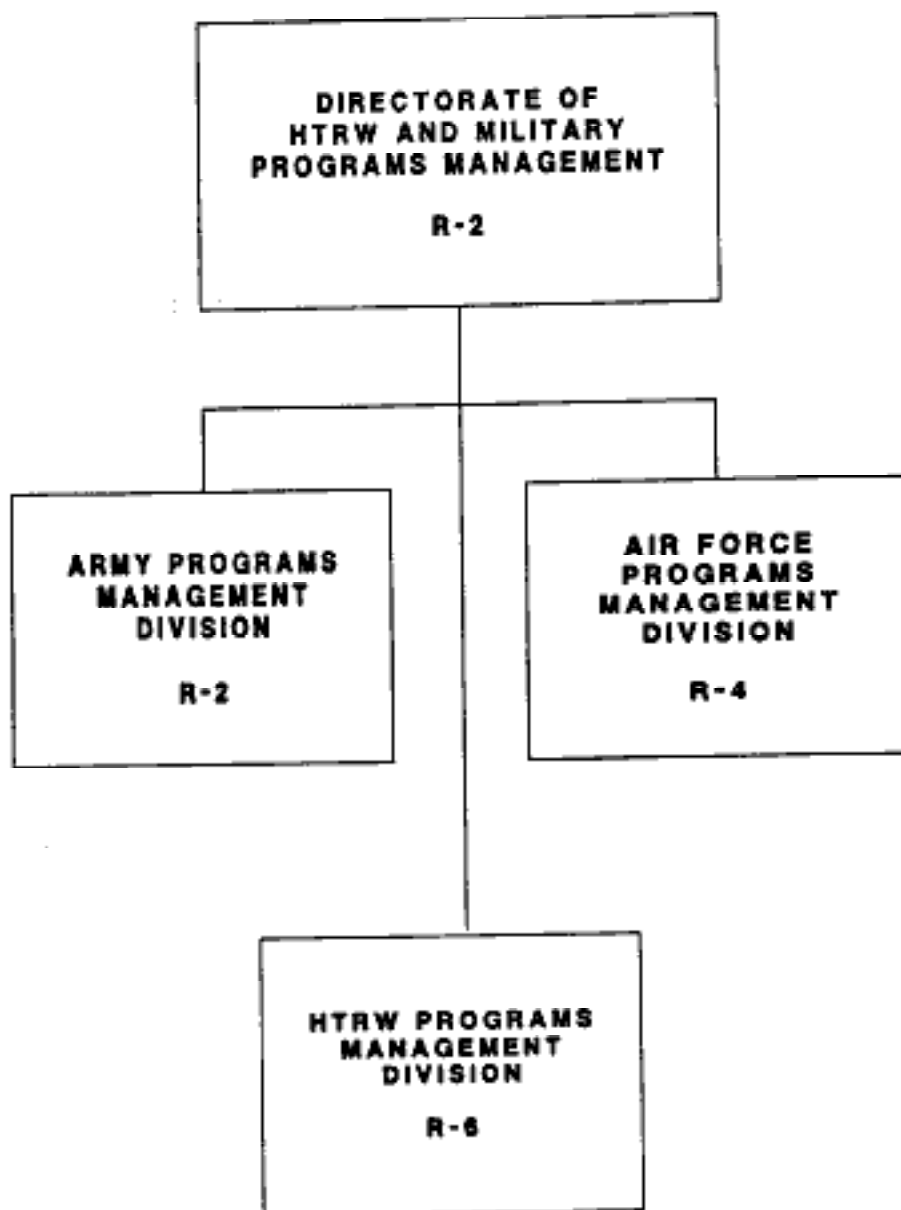
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12. Reviews and coordinates comments and/or clarification of all real estate directives received from the Chief of Engineers.

13. Reviews and coordinates all real estate planning actions in connection with HTRW projects.

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DIRECTORATE OF HTRW AND MILITARY PROGRAMS MANAGEMENT

1. Advises the Commander and staff on matters pertaining to hazardous, toxic and radioactive waste (HTRW) and military programs and project management (PPM) activities within Missouri River Division (MRD).
2. Exercises principal staff responsibility for HTRW and military PPM implementation, schedules and costs. Manages the HTRW and military USACE project management systems within MRD, provides overview of work performed in the Districts concerning HTRW and military project management, and monitors program execution.
3. Chairs the MRD HTRW and Military Project Review Boards (PRBs) .
4. Provides representation on acquisition management teams for high visibility, intensely managed programs involving HTRW and military projects.
5. Exercises responsibility for analysis of District and MRD HTRW and military workload; develops and coordinates manpower requirements with functional chiefs. In coordination with Directorate of Resource Management, provides recommendations to the Commander on manpower distribution in accordance with project/program performance and needs.
6. Assures coordinated development, review, and appropriate approval of Memorandums of Understanding (MOU's) or other HTRW and military project agreements requiring customer, Division Office, or higher headquarters approval.

ARMY PROGRAMS MANAGEMENT DIVISION

1. Provides management overview of the Army programs being executed by the Districts, which include Military Construction, Army (MCA); Army Base Realignment and Closure; Production Base Support; Army Family Housing; Army Reserve; Non-Appropriated Funds; Installation Master Planning; Mobilization Master Planning; Energy Engineering Analysis; and Installation Support.
2. Reviews and endorses design and construction directives issued by HQUSACE, and reconciles any problems with the appropriate HQUSACE program office prior to processing the directives to the Districts.
3. Integrates and coordinates design activities being accomplished on Army construction programs in MRD. Provides membership for the MRD DD Form 1391 review team. Prepares/reviews schedules for design and construction. Negotiates annual "locked" award forecasts.

4. Reviews, on a continuing basis, progress in meeting goals and objectives established for Army program execution and initiates corrective action as required.
5. Maintains direct liaison with Army major commands (MACOMs), HQUSACE, Huntsville Division and other geographic major subordinate commands (MSC's) and acts as the single point of Contact within the Division Office on matters impacting Army project management execution.
6. Directs District development of the annual Army planning and design (P&D) command operating budgets; negotiates budgets with HQUSACE.
7. Reviews schedules proposed by the Districts for adequacy and for meeting user needs. Arbitrates differences between District proposals and user needs as necessary.
8. Supports Districts in their delivery of Army projects by facilitating products through the Division Office, HQUSACE, and external organizations. Provides project-specific analysis and feedback to the Districts, coordinating resolution of project issues with the various functional elements within the Division Office and higher headquarters.
9. Ensures participation by appropriate MRD offices in all actions being taken on Army military construction (MILCON) projects and takes initiative in planning, monitoring, and integrating those activities.
10. Coordinates, reviews and recommends approval of changes relating to criteria and/or design issues within authority and assures compliance/coordination of change control procedures established for Army programs.
11. Coordinates with HQUSACE, Assistant Chief of Staff (Installations and Management), and MACOM's to address and resolve problems concerning scope, funding, or schedule changes that arise during the execution of Army projects.
12. Interprets, disseminates, and implements military PPM policies, directives, and instructions from higher headquarters pertaining to Army programs. Prepares and/or coordinates all correspondence relating to program management of individual Army projects.
13. Performs non-technical field inspections of Army projects.
14. Serves as a voting member on Army installation planning boards for the approval of installation master and mobilization plans, or provides oversight of this function when membership is delegated to a District.
15. Attends and participates in project design review conferences, periodic installation program review conferences, specially managed project conferences, and MACON program review conferences.

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16. Serves as the Directorate's representative for the Federal Emergency Management Agency's Regional Emergency Management Team, and as an MSC representative during mobilization exercises.

17. Participates in studies to determine the impact of changing workload on MRD and District staffing requirements and recommends actions to be taken as a result of these studies.

18. Provides support to the Director, HTRW and Military Programs, in conducting MRD Military PRB meetings. Prepares minutes and the Commander's Executive Summary to HQUSACE. Reviews, coordinates, and obtains MRD PRB approval of project cost estimate and schedule changes requiring approval beyond the District level. Submits recommendations for approvals to higher headquarters for schedule or cost changes as required.

19. Presents the MRD Army programs at HQUSACE MILCON Line Item Reviews.

20. Serves as the MSC single point of contact for the Army Base Realignment and Closure Program assigned to MRD.

21. Serves as the MSC Automated Management and Progress Reporting System (AMPRS) coordinator and manages Life Cycle Project Management Reporting System (LRS) for military programs.

AIR FORCE PROGRAMS MANAGEMENT DIVISION

1. Provides management overview for the Air Force military construction programs being executed by the Districts, including Military Construction, Air Force (MCAF), Air Force Base Realignment and Closure, Air National Guard and Air Force Reserve, Air Force ICBM Deactivation, special Air Force projects, and Defense Logistics Agency projects at Air Force installations.

2. Issues design directives and endorses HQUSACE construction directives for assigned projects in the Air Force military construction program, for transmittal to the Districts.

3. Integrates and coordinates activities accomplished on Air Force military construction programs within the Division Office. Reviews, on a continuing basis, progress in meeting goals and objectives established for Air Force program execution and initiates corrective action as required.

4. Maintains direct liaison with Air Force major commands (MAJCOM's) and the Air Force Center for Environmental Excellence - Construction Management Office (AFCEE/CMO), HQUSACE, Huntsville Division and other geographic MSC's and acts as the single point of contact within the Division Office on matters impacting Air Force project management execution.

5. Reviews design schedules, Air Force project P&D cost estimates and budgets, construction Schedules, and bid opening current working estimates proposed by Districts for adequacy and for meeting user needs. Arbitrates differences between District proposals and user needs as necessary.

6. Supports Districts in their delivery of Air Force projects by facilitating products through the Division Office, HQUSACE, and external organizations. Provides project-specific analysis and feedback to the Districts, coordinating resolution of project issues among the various functional elements within the Division Office and higher headquarters.
7. Ensures participation by appropriate MRD offices in all actions being taken on Air Force military construction projects and takes initiative in planning, monitoring, and integrating those activities.
8. Coordinates, reviews, and recommends approval of changes relating to criteria and/or design issues within authority and assures compliance/coordination of change control procedures established for Air Force programs.
9. Interprets, disseminates, and implements military PPM policies, directives, and instructions from higher headquarters pertaining to Air Force programs. Prepares and/or coordinates all correspondence relating to program management of individual Air Force projects.
10. Attends and participates in criteria review conferences; assures criteria of Air Force Requirements and Management Plans (RAMP's), design instructions, Division directives, and construction standards are met.
11. Performs non-technical field inspections of Air Force projects.
12. Establishes and maintains the intergovernmental coordination management process for Federal Region VII as specified in Executive Order 12372, Intergovernmental Review of Federal Programs.
13. Participates in studies to determine the impact of changing workload on MRD and District staffing requirements and recommends actions to be taken as result of these studies.
14. Presents the MRD Air Force program at HQUSACE, MAJCOM and AFRCE Line Item Reviews.

HTRW PROGRAMS MANAGEMENT DIVISION

1. Serves as principal advisor to the Director, HTRW and Military Programs Management, for MRD program management of HTRW investigation, pre-design, design and remedial action activities including planning, scoping, scheduling, funding, progress reporting, coordination, and problem-solving.
2. Interprets, disseminates, and implements HTRW PPM policies, directives, and instructions from higher headquarters.

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3. Is responsible for Defense Environmental Restoration Program (DERP) management within MRD's assigned boundaries.

a. Provides program management, guidance, and review of HTRW activities being performed under DERP by Kansas City and Omaha Districts.

b. Integrates activities of Division Office elements during the planning, programming, and design of DERP projects; keeps staff elements advised of events impacting their areas of responsibility, particularly any problem areas requiring special attention.

c. Reviews progress periodically in meeting goals and objectives established for execution of DERP projects while in the investigation, pre-design or design phase; initiates corrective action as required.

d. Maintains direct liaison with Department of Defense (DOD), Army/Air Force major commands (MACOM's) and other agencies with which MRD has MOU's and HQUSACE. Acts as the single point of contact within the Division Office on matters impacting the execution of all DERP phases.

e. Coordinates planning and design requirements of the lead agency at DOD Army/Air Force MACOM level; includes informing the using agencies as to Division design standards and policies, arbitrating administrative and technical problems, and furnishing direction to the MRD Districts.

f. Reviews HQUSACE and USAF directives for design of DERP HTRW projects. Assures the establishment of reasonable pre-design, design, and construction schedules and coordinates schedule changes with involved agencies during program execution.

g. Maintains an oversight role on the execution of rapid response/immediate response contracts.

h. Prepares the annual DERP management and support budget for the Division Office. Provides all backup justification to support the request.

4. Is responsible for Superfund and Support for Others HTRW program management within Missouri River Division's assigned boundaries.

a. Provides program management, guidance, and review of HTRW activities being performed under the Superfund Program by Kansas City and Omaha City Districts.

b. Integrates activities of Division Office elements during the planning, programming, and design of Superfund, Department of Energy (DOE), Support for Others, and civil works HTRW projects; keeps staff elements advised of events impacting their areas of responsibility, particularly any problem areas requiring special attention.

c. Reviews progress periodically in meeting goals and objectives established for execution of the Superfund, DOE, Support for Others, and civil works HTRW programs while in remedial investigation/feasibility study (RI/FS), pre-design, design phase, or during enforcement efforts; initiates corrective action as required.

d. Maintains direct liaison with the EPA and agencies which MRD has MOU's, and HQUSACE. Acts as the single point of contact within the Division Office on matters impacting the execution of all phases of the Superfund, DOE, Support for Others, and civil works HTRW programs.

e. Coordinates planning and design requirements of the lead agency at the EPA regions, DOE operations offices, HQUSACE, and Assistant Secretary of the Army for Civil Works (ASA(CW)) level; includes informing the using agency as to the Division design standards and policies, arbitrating administrative and technical problems, and furnishing direction to the MRD Districts.

f. Reviews HQUSACE civil works directives and EPA interagency agreement. (IAG's) for design of HTRW projects. Ensures the establishment of reasonable pre-design, design, construction schedules, and coordinates schedule changes with involved agencies during the execution of their HTRW programs.

g. Prepares Division Office Superfund and Support for Others budgets for management and support funds on both programs. Provides all backup justification to support the requests.

h. Coordinates and processes all Freedom of Information Act (FOIA) requests relating to the Superfund Program.

i. Serves as the MSC Superfund Coordinator for HQUSACE upward reporting of all Superfund activities within MRD.

5. Reviews and recommends, as appropriate, projects for inclusion in MRD HTRW PRB meetings.

6. Provides support to the Director, HTRW and Military Programs Management, in conducting MRD HTRW PRB meetings. Prepares minutes and the Commander's Executive Summary to HQUSACE. Reviews, coordinates, and obtains MRD PRB approval of project cost estimate and schedule changes requiring approval beyond the District level. Submits recommendations for approvals to higher headquarters for schedule or cost changes as required.